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**FACTORS INFLUENCES ON THE
EMOTIONAL STABILITY AMONG CUSTOMS
OFFICERS IN MALAYSIA**

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EMOTIONAL STABILITY AMONG CUSTOMS
OFFICERS IN MALAYSIA**

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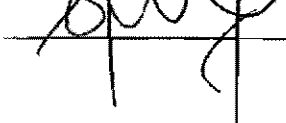
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ABSTRACT

The main objective of this study is to examine the factors influences on the emotional stability among customs officers in Malaysia. In order to measure that, individual factor (interpersonal and skills) and Organizational factors (workload and organization procedures) were used. Data were gathered through questionnaire survey. A total of 398 Customs officers in Malaysia participated in this study. The study used SPSS 22.0 to analyze the data. The methodology used in this research is method descriptive that involves the use of frequencies and percentages for analyzing the demographics of respondents. The two main data analysis techniques, correlation analysis and multiple regression analysis were used to verify the hypotheses. The Pearson correlation analysis confirmed a significant relationship between independent variables and dependent variable. Individual factors (interpersonal and skills) have positive relationship with emotional stability while organizational factors (workload and organization procedures) have negative relationship with emotional stability. Analysis of standard multiple regression shows that interpersonal, skills, workload and organization procedures effect 68.4 percent of emotional stability. The findings are believed to help the organization to have better understanding about employees emotions and to take advantage on enhancing emotional stability officers to achieve better performance.

Keywords : emotional stability, personality, interpersonal, skills, organizational.

ABSTRAK

Objektif utama kajian adalah untuk mengkaji faktor-faktor yang mempengaruhi kestabilan emosi di kalangan pegawai Kastam di Malaysia. Bagi tujuan tersebut, faktor individu (interpersonal dan kemahiran) dan faktor Organisasi (beban kerja dan prosedur organisasi) telah digunakan. Data dikumpulkan melalui soal selidik. Seramai 398 pegawai Kastam seluruh Malaysia telah mengambil bahagian dalam kajian ini. Kajian ini menggunakan SPSS 22.0 untuk menganalisis data. Kaedah yang digunakan dalam kajian ini adalah kaedah deskriptif dan analisis statistik inferensi yang melibatkan penggunaan frekuensi dan peratusan untuk menganalisis demografi responden. Kedua-dua teknik analisis data utama, korelasi Pearson dan analisis regresi berganda telah digunakan untuk mengesahkan hipotesis. Korelasi Pearson mengesahkan hubungan yang signifikan di antara pembolehubah bebas dan pembolehubah bersandar. Faktor individu (interpersonal dan kemahiran) mempunyai hubungan positif dengan kestabilan emosi manakala faktor-faktor organisasi (beban kerja dan organisasi prosedur) mempunyai hubungan negatif dengan kestabilan emosi. Analisis regresi berganda menunjukkan bahawa standard interpersonal, kemahiran, beban kerja dan organisasi prosedur melaksanakan 68.4 peratus daripada kestabilan emosi. Penemuan ini dipercayai dapat membantu organisasi untuk mendapatkan pemahaman yang lebih baik tentang emosi pekerja dan organisasi boleh meningkatkan kestabilan emosi pegawai untuk mencapai prestasi yang lebih baik.

Kata kunci: kestabilan emosi, personaliti, interpersonal, kemahiran, organisasi.

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"Peace and Blessings of Allah be upon our Noble Prophet Muhammad S.A.W"

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Julianah binti Jumahat

Master of Science (Management)

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LIST OF ABBREVIATIONS

DV	Dependent Variable
IV	Independent Variable
MACC	Malaysian Anti-Corruption Commission
MOF	Ministry of Finance
RHCA	Regional heads of Customs Administration
RMCD	Royal Malaysia of Customs
SPSS	Statistical Package for the Social Sciences
UUM	Universiti Utara Malaysia
WCO	World Customs Organization



CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Emotion play an important role in organization. There are many definition of emotions according to scholars and the most agreed definition regarding emotion is related to psychology (inner signal) which resulted from physical and psychological changes that indirectly influence the way of our actions (behaviour) or thought towards ourselves or surroundings (Holodynski, 2013; Keller & Otto, 2009; Kumar, 2013). Many researchers considered emotional stability as an important determinants of the personality patterns. According to Kumar (2013), emotional stability able to control the stage of adolescent development and stable emotions may reflect the normal emotions development. On the contrary, neuroticism are emotional instability in which a person would show negative behaviour such as anger, jealous or depress (Foulkrod, Field and Brown, 2010). Therefore, high in emotional stability staffs are very important in organizations. Emotional stability is also one of the indicator of job performance (Rothmann & Coetzer, 2003). On the other hand, job performance can affect the company profitability, productivity and in achieving the goals that has been set by organization (Rothmann & Coetzer, 2003).

Apart from the above, this chapter discusses on the background of the study, problem statement, research question, significant of the study, definition of variables and organization of the study.

1.2 BACKGROUND OF STUDY

Emotionally stable person is normally related to as a person who are able to control his emotions in certain situation or environment (McCrae & Costa, 1997). Furthermore, emotions are related with personality and researcher has classified personality into several type of model and one of the model is known as Big Five Personality. The model consists of five broad traits which are extroversion, agreeableness, conscientiousness, emotional stability and openness to experience (McCrae & Costa, 1992; McCrae & Costa, 1995; Digman, 1990; McCrae & Costa, 1997).

Rangnekar and Arora (2014) stated that there are many factors that lead to emotional stability. Their researched stated that psychosocial mentoring are important indicator for emotional stability because instable emotions person are not interested to build relationship compared to individual with high in emotional stability. Government employees, particularly the Royal Malaysia of Customs Department (RMCD) need employees with high emotional stability to deal with everyday challenges of their working condition. Therefore, emotion also an important indicator for deciding success in work place and in life (Deshwal, 2015). Interpersonal behaviour and social skills can also lead to emotional stability (Totuka & Naaz, 2014).

Thus, this research is done to investigate the impact of emotional stability among the staff of RMCD. The main reason to conduct this research is to understand the importance of emotional stability among customs officers. Besides, to have better understanding about emotional stability of individuals such as behaviors, emotions

and the characteristics of the employees and the department itself. Therefore, the purpose of the research conducted is to identify if the interpersonal factors and organizational factors have relationship with emotional stability among RMCD officers. RMCD is responsible for administering Malaysian indirect tax policy as well as formulate and enforce legislations, policies and procedures related to duty and tax (RMCD, 2017). Hence, it is very important to know the level of emotional stability among RMCD staff because RMCD is among one of the most high risk job in public sector because of the dealing with weapons and smugglers (WCO, 2017). Furthermore, job performance is very much related to emotional stability (Rothmann & Coetzer, 2003).

Generally, the nature of work for RMCD not only dealing with paperwork but also dealing with stakeholder, customers, forwarding companies and agents, and also dealing with illegal activity such as smugglers, drug dealers and weapons (WCO, 2017). Thus, the nature of the work require all the RMCD staff to have a stable emotional stability. There is many example of risk that might be faced by customs staff. For example on 26th April 2013, Customs deputy general II, Datuk Shahrudin Ibrahim, at the age of 58 years old was shot dead while driving to work at a traffic-light junction Putrajaya (Sen, 2013).

Hence, emotional stability is required all the time due to the job risk and staff have to carry all the consequences forever with related to every decision made during their service, particularly when it is related to integrity. For example, all RMCD staff can be question and investigate at any time by other agency such as Ministry of Finance or Malaysian Anti-Corruption Commission (MACC). Sometimes the case refer maybe

from several years ago, until the staff can hardly recall back the situations during those time (MACC, 2017). This investigation can be very disturbing and eventually causing death due to suicide. For example during an investigation for tax evasion and money laundering on 29th March 2011, Assistance Director of Customs, Ahmad Sarbani Mohamed, 56 was found dead in an open air badminton court of the MACC building (Manap, 2014). This is the risk that come together with the job itself and related with emotional stability.

Furthermore, RMCD have 11 department that require different personality and skills in their daily work. Every day is challenging and high risk task for all the officers (RMCD, 2017). For example, officers working in front line required high in emotional stability compared to those work in administrative department because they are dealing with unpredicted human behaviour such as aggression either physical or verbal. Different department also need different skills and ability for example working in preventive unit required all the staff to have analytic skills and ability to do outdoor jobs when needed (WCO, 2017).

On the other hand, organization procedure also required job rotation in every 2-3 years especially those label as a hot zone area, for example assessment staff and border control staff to avoid corruption and to assure safety of staff. This roster sometimes need staff to transfer within the states and sometimes required staff to transfer to different states. Transfer surely related to emotional stability because it related to financial management and time management between work and family (Zingwe, 2012). Thus, emotional stability is crucial for officers in government particularly in RMCD (RMCD, 2017).

1.3 STATEMENT OF THE PROBLEM

Based from discussion in the background of study, there are several issues related to emotional stability among the officers in RMCD. The issues are divided into two main categories which is individual factors and organizational factors. Individual factors are related to interpersonal factor and skill factor while organizational factors are related with workload and organization procedures. According to Raman (2016) frontline officers in government are required to have a very high level of emotions in dealing with customers. Besides, Subramaniam (2013) stated that shift duty can have high impact on the emotional and mental aspects to government officers as compared to officers who do not work in shift. In another development, Director of Public Service Department, Tan Sri Mohamad Zabidi Zainal mentioned to the media that Public Service Department is offering psychology service in order to help all government servant to face emotional disturbance due to work pressure (Hussain, 2014). Besides, during the 17th Regional Heads of Customs Administration (RHCA) Conference, Ministry of Finance II Malaysia Dato' Seri Hj. Ahmad Husni mentioned that customs must under taken a comprehensive study that can help to develop world class and high performance organizations (RMCD, 2017).

Since employees are the main pulse of an organization and one of the greatest assets, emotional response will reflect when the task given is not met by the employees' skills or ability to solve the task and this can give either positive or negative impact to an organization (Rothmann & Coetzer, 2003). Some studies have different opinion about the real meaning of emotional stability. Emotional Stability can be related to an individual capacity and capability to handle and manage their stress as well as the

tendency to have a negative life (Rothmann & Coetzer, 2003). Individual with high emotional stability usually don't experience negative experience often (Rangnekar & Arora, 2014). However individual with a low emotional stability become easier to become frantic and are exposed to negative experience with a higher rate as compared to individual with high emotional stability (Rangnekar & Arora, 2014; McCrae & Costa, 1997). The studies by McCrae and Costa (1997) have shown that individual who score high in emotional stability remain calm when faced with difficulties. This type of person can stand with stressful situation.

On the other hand, negative emotionality is the contrast of emotional stability. Individual with low on emotional stability normally intend to pessimism, anxiety, aggression, dependence on others (John & Srivastava, 1999). However, individual with high on emotional stability tend to be proud of one's achievements in their works and score higher in job performance (Judge, Higgins, Thoresen, & Barrick, 1999).

Equally important, organizational factors may also lead to emotional stability among employees (Arora & Rangnekar, 2015). RMCD have a lot of rules and regulations and there is numbers of act that officers must remember and aware. For instance, Customs act 1967, GST act 2014, Dangerous Drugs act 1952 and not to mention about hundreds of internal circular and other agency circular including Ministry of Domestic Trade, pharmacy, health department and many more (RMCD, 2017). All this knowledge will helps officer in making fast decisions making specially those who works at the port of entry and front line. Burke (1993) mentioned that organizational structures and internal procedures can lead to work stress and eventually effect the emotional stability. Moreover, permanent employees will face more problem

managing emotional stability compare then contract workers. Furthermore, changes in organizational procedures with related to employees task and job scope within a short time frame will not allow employees to become expert in certain fields and may also lead to emotional instability (Burke, 1993).

Based from the literatures, it seems that there are lacking of studies on government agency in Malaysia particularly customs with related to emotional stability. Thus, this research postulates that individual factors (interpersonal and skills) are related to emotional stability and the organization factors (work load and procedure) can also related to emotional stability.



1.4 RESEARCH QUESTIONS

Refer to the problem statements that has been discussed above, research questions for this research are as follows:

1. Does the individual factors has a relationship with emotional stability?
2. Does the organizational factors has a relationship with emotional stability?

1.5 RESEARCH OBJECTIVES

The objectives of the research will answer the research questions. The main objectives of this research are as follow:

1. To determine the relationship between individual factors and emotional stability.
2. To determine the relationship between organizational factors and emotional stability.

1.6 SCOPE OF THE STUDY

This research generally conducted to investigate the factors influences on the emotional stability among customs officers in Malaysia. The main scope of the research is the respondents in the survey. Respondent are selected among the RMCD officers at all states in Malaysia. In addition, this research is to identify if individual factors (interpersonal and skills) and organizational factor (workload and organization procedures) have a relationship with emotional stability among customs officers. Questionnaires instrument have been used to obtained information and data from respondents.

1.7 SIGNIFICANT OF THE STUDY

Emotional stability gives various effects on the organization as affect the employee job performances which directly affect the organizations profitability and productivity (Rothmann & Coetzer, 2003). Moreover, a successful organization are able to fully comprehend their employees emotions and able to maximize its effect on their job performance by giving them the right works and using different approach in rewards and incentives to motivate them (Nassazi, 2013). Since, RMCD have so many department with a different environment and requires different interpersonal skills, this research will helps RMCD to have better understanding towards RMCD officers emotions.

Emotional stability are strong indicator for job satisfaction and job performance (Mount & Barrick, 1991). Hence, better understanding about emotional stability among the RMCD officers will help to increase the job satisfactions and job performance which eventually will lead to spur economic growth from a good collection of revenue and being able to provide better trade facilitation through of enforcement.

1.8 DEFINATION OF KEY TERM

1.8.1 Emotional stability

The consistency and predictability of emotional reactions. Ability of a person's to control their emotions regardless what happen in his surroundings. (McCrae & Costa, 1997; Foulkrod, 2010).

1.8.2 Interpersonal

Being relating to, connected or involving relations between people. Ability or skill includes verbal and non-verbal communication to allow to communicate with others in an effective way (Braham & Elston, 2010).

1.8.3 Skills

Ability to do an activity or job well, including complex activity or involving ideas (Cognitive skills), things (Technical skills) and people (Interpersonal skills). Green (2011).

1.8.4 Workload

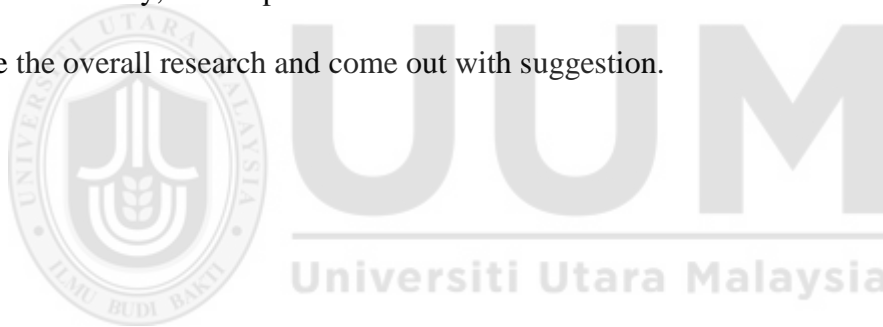
The amount or number of work/ work unit assigned and the working time expected or assigned to a particular resource. (Radzali, Ahmad & Omar, 2013).

1.8.5 Procedures

A set of rules and guidelines that used by organization to reach its long-term goals. This procedures normally widely accessible and determine all decisions and action (Broadbeck, 2002).

1.9 ORGANIZATION OF STUDY

This research consists of five chapters. The first chapter explains the overview of the research, problem statement, research objective, research questions and the significance of the study in order to give better understanding about the whole research. Chapter 2 includes the organization background, literature reviews, definitions, theories and concepts of the independent and dependent variables. The hypothesis and research framework will also be discussed in chapter 2. The theoretical framework, research sampling design, data collections and the variable measure will be in chapter 3. In chapter 4, tables will be used to display the results and findings of the research. Lastly, in chapter 5 the research limitation will be discuss and will conclude the overall research and come out with suggestion.



CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

Emotional stability has been discussed in the previous chapter. In this chapter, the organization background and division functions will be explained. Literature review of the determinants independent variables and dependent variables will be discussed further. The definition, past studies, concepts and theories will be explained to provide better understanding in this research.

2.2 ORGANIZATION BACKGROUND

RMCD previously known as Customs and Excise Department administration and (??) was assigned under the Finance Ministry during the Independent day of federation of Malaya on 31st August 1957. On 29th October 1963, Customs and Excise Department was conferred the title Royal by HRH Seri Paduka Baginda Di Pertuan Agong. Structure in RMCD are rapidly change until now RMCD are responsible as a main revenue collector. RMCD are responsible to increase Malaysia revenue collection every year including the implementation of Goods and Service Tax (GST) (RMCD, 2017).

2.2.1 VISION

A World Class Customs Administration

2.2.2 MISSION

Collect revenue and provide trade facilitation through enforcement of and compliance with applicable law to spur economic growth, maintain national security and public welfare

2.2.3 SERVICE ETHICS

Trustworthy Services, Sincere and Dedicated (A.B.I.D.)

2.2.4 SLOGAN

Serving For the People's Well-Being

2.2.5 SHARED VALUES - *i-SPEED*

Figure 2.1 : RMCD Shared Values



Source : RMCD Website (2017)

2.2.6 DIVISION

Every division in RMCD have different responsibility and objective. Table 2.1 shows the responsibility or objective for every division.

Table 2.1
RMCD Division Responsibility and objective

	DIVISION	RESPONSIBILITY / OBJECTIVE
1	Enforcement Division	Combat all forms of smuggling and fraud in an efficient and effective manner to ensure that all laws and regulations administered by the Department are fully complied with. With this the revenue of the country and its security is protected without disrupting legitimate commercial transactions.
2	Compliance Management Division	<ol style="list-style-type: none">1. To plan and conduct a systematic audit of the licensees / importers and to ensure that the tax / customs duties are collected accurately and to provide advice regarding customs matters.2. To ensure that companies/ importers licensed under the customs laws, understand and comply with laws and regulations.

Table 2.1 (Continue)
RMCD Division Responsibility and objective

3	Customs Division	<ol style="list-style-type: none"> 1. To implement policies related to industries, import, export and border control established by the department and the government. 2. To establish procedure related to industries, import, export and border control which is inline with the stipulated policies of the department and the government. 3. To study and review policy and/or procedure concerned for enhancement and simplification to ensure predictability in its implementation. 4. To provide cooperation and facilitation to other government agencies. 5. To implement international commitment and cooperation with 'World Customs Organization (WCO), Association of Southeast Asian Nations (ASEAN), World Trade Organization (WTO) and Asia-Pacific Economic Cooperation (APEC) as well as Free Trade Agreements with other countries. 6. To provide guidelines to customs officers at the frontline to ensure efficient implementation of customs policy and procedure.
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Table 2.1 (Continue)
RMCD Division Responsibility and objective

4	Good & Services Tax (GST) Division	To increase Malaysia revenue collection and to assure all businesses in Malaysia follows the GST procedures.
5	Technical Services Division	<p>The Technical Services Division consists of four branches, namely: -</p> <ol style="list-style-type: none"> 1. Valuation 2. Classification, Tariff and Drafting 3. Revenue Accounting 4. Customs Verification Initiative <p>The main roles of the Technical Services Division include:</p> <ol style="list-style-type: none"> 1. Providing advice on the valuation and classification of goods. 2. Updating the laws, regulations and orders administered by the Department. 3. Monitoring revenues and arrears are accurately accounted for. 4. Processing appeals on drawback and refunds. 5. Processing subsidies of petroleum products 6. Assessing and targeting high risk consignment at entry points.

Table 2.1 (Continue)
RMCD Division Responsibility and objective

6	Management Services and Human Resources Division	<ol style="list-style-type: none"> 1. Administer and manage human resources and finance management affairs of the Department 2. Develop the Department by means of studying and planning the optimal human resources needs 3. Manage the human resources in terms of recruitment, promotion and placement of the personnel of the Department 4. Manage the evaluation of the performance of the Department's personnel in terms of the Annual Performance Evaluation Report and the Human Resource Development Panel Meeting 5. Manage the planning of the Department's procurement 6. Manage the development planning under the Malaysia Plan and the implementation of the Department's development projects 7. Manage the budget planning and the financial allocation for the Management Budget Estimation and the Development Budget Estimation of the Department 8. Manage the account of the Department 9. Formulate and update orders and circulars relating to human resources, administrative, services and financial affairs
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Table 2.1 (Continue)
RMCD Division Responsibility and objective


7	Corporate Planning Division	Corporate Planning Division responsible for the strategic planning of department, international affairs, public relations and secretarial matters. This division is directly involved in efforts to enhance the service delivery system and development of the Royal Malaysian Customs Department to implement reform and modernization of the organization in line with the public service and government policies and international best practices.
8	Legal Division	 <ol style="list-style-type: none"> 1. To provide protection to the community from legal aspect by bringing offenders to justice and to ensure the collection of duty, tax, and any other payment which is payable to RMCD for the government; 2. To ensure that any legal advice provided are in accordance with the correct legal interpretation and also that every legal agreement between RMCD and the government with the local and international private sector are made to protect and/or fulfill the government's intention and in accordance with the law, the existing international convention/agreement and ratified by the government. 3. To defend the fundamental liberties of an individual such as right to fair trial and fair and impartial method of collecting duty, tax and other payment in accordance with the law.

Table 2.1 (Continue)
RMCD Division Responsibility and objective

		<ol style="list-style-type: none"> 4. To determine whether a person is taxable, dutiable or not under the law. 5. To provide education by way of punishment and penalty meted out against the offenders from criminal aspect and civil debt due to the government. 6. To uphold justice, to increase the government income collection and government policy by way of enforcement of the law.
9	<p>Akademi Kastam Diraja Malaysia (AKMAL)</p> <p>AKMAL's main campus is situated in Bukit Baru Melaka.</p> <p>There are four (4) branches, namely:</p> <ol style="list-style-type: none"> i) AKMAL Sabah ii) AKMAL Sarawak iii) AKMAL Langkawi iv) AKMAL Rantau Panjang. 	<p>AKMAL's client charter are :</p> <ol style="list-style-type: none"> 1. Effective training through a comprehensive approach and efficient training management. 2. Adequate and comfortable training facilities equipment. 3. Nutritious and good quality food as well as conducive, clean, beautiful and serene environment. 4. Best hospitality, fair and equal service.

Table 2.1 (Continue)
RMCD Division Responsibility and objective

10	Information Technology Division	<ol style="list-style-type: none"> 1. To create a computerized information system to support the implementation of the RMC operations are efficient and effective and provide the latest information on the management of the Department to assist in decision making. 2. To manage and maintain hardware and software ICT department to a level that is reliable, efficient, meet the standards set and meet customer satisfaction.
11	Integrity Branch	To integrate all management matters related to integrity under a branch that is specifically intended it to be implemented in a more focused and structured so that element of institutional integrity, prevention, compliance and detection of misconduct can be enforced efficiently and achieve the success of Optimum.

Source : RMCD Website (2017)

2.3 PERSONALITY

Personality has always been a main characteristic to be measured when it comes to personality research and used to predict job performance (McCrae & Costa, 1997). It is behaviors that distinguish one from the other (Beer & Brooks, 2011) and provide intelligence and know how if someone can do some specific jobs compared with other job (Rotundo & Sackett, 2002). So many researcher link personality with the big five personality traits. Based from the early research done by Gregory (2008), Big Five Personality Traits shows that the human personality consists of five reasonable self-determination dimensions that provide a large and comprehensive taxonomy to research the dissimilarities of the individual, and provide real core of human nature because of the dissimilarities (McCrae & Costa, 1997; Mount & Barrick, 1991). For the first time assumed that in general can be divided personality and checked into the five different elements but distinguished. He named them as characters, intellect, disposition, temper and temperament (Digman, 1990). In recent years, researchers in the field of personality organization unanimously concluded that understanding personality aspects fully captured by the five super-ordinates factor-Big Five of Personality.

In addition, personality also must be stable and consistence throughout the working life of the behavioral model of personality (Denissen, 2011). According to Hogan and Shelton (2006), personality theory analyze the differences and homogeneity in people characteristic. This connection can be used to forecast the performance and employee behavior, as it gives the information on how to see human behaviour in different aspects in life.

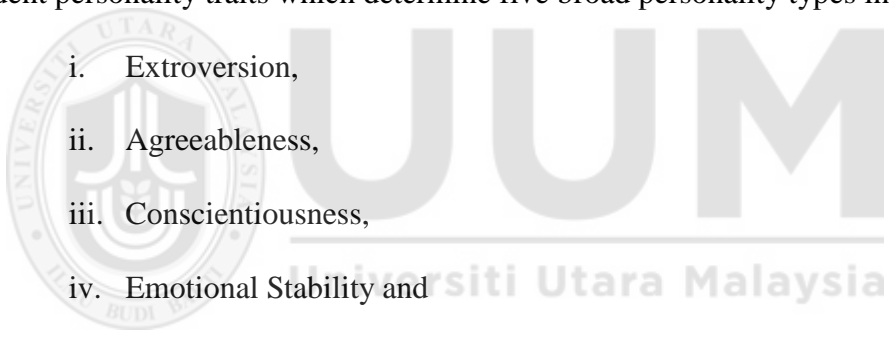
The experts argued that the individual's actual personality characteristics have long-term impact on behavior in the workplace (Denissen, 2011). Refer to earlier researched about job performance, individual personality often mention as a good predictor and some researcher believed that by measuring the personality characteristic will give better prediction on job performance in organization (Ozer & Martinez, 2006). In the researched done by Schulman (2011) also supported the job performance can be easily predicted from the personality characteristic. This personality predictions are mostly applies at the time of the hiring proses of staff (Barrick & Mount, 2000). Moreover, recent research suggests that the effects of the environment in which the individual personality life played an important part during decisions making because organizations can know which personality fit best in their organization to assure the effective job performance (Justice & Cable, 1997; Barrick, 2003).

According to Barrick (2005) environmental of certain organizations sometimes lead to the individual cycle activity. For an example, they intent to interact with one type of activity is because of that person are too depending on single personality (Barrick, 2005). Furthermore, Ryan and Schmit (1996) in their research believed that this situation automatic linked to the performance or production level of employees and this situation also may give a good indication on the turnover rate in the organization. Furthermore, culture exists in organizations to develop custom on employee behavior that impacts job performance and finally will give a good impact to organization performance (Silverthorne, 2004). Therefore, in previous evidence shows that the personality of the employee and the productivity of the organization have a positive relationship. Based on this evidence shows that a high in personal qualities of

employee that suit to an organization working culture will always bring high productivity to an organizations (Denissen, 2011). For the purpose of this research, emotional stability has been chosen as the trait that is important for RMCD officers.

2.3.1. EMOTIONAL STABILITY

Emotional stability is one of the personality pattern. There is so many definition that describe about emotional stability. According to McCrae and Costa (1997) emotional stability is one of big five personality trait and the Big Five personality traits are independent personality traits which determine five broad personality types including:

- 
- i. Extroversion,
 - ii. Agreeableness,
 - iii. Conscientiousness,
 - iv. Emotional Stability and
 - v. Openness to experience

Generally, researcher define emotional stability as an ability of a person's to control their emotions regardless what happen in his surroundings (McCrae & Costa, 1997). The studies by McCrae and Costa (1997) and Foulkrod (2010), have shown that an individual who score high in emotional stability remain calm when faced with difficulties. This type of person can stand with the stress situation.

Foulkrod (2010) also claimed that neuroticism is a reverse of emotional stability. Individuals who score low in this type of personality tend to be worried, anxious and

emotionally unstable individuals. Emotional stability is one of the most important aspect in human life because emotional stability can overcome fear from previous experience in life (McCrae & Costa, 1997). Emotional stability also allow individual to set a long term objective and give flexibility to endure certain situation and adept to the situations accordingly (Kumar, 2013).

Moreover, the fourth dimension in Big 5 Personality can be referring to both emotional stability and neuroticism. Despite both of them being absolutely contrast with each other the researchers are free to use neither one in performing their research (McCrae & Costa, 1997). In regards of neuroticism, Costa (1991) provide their findings that show highly neuroticism personality adopter tend to become anxious, depress, vulnerable, self-conscious and tend to take an impulsive action which lead them to categorized these personality as irrational thinker who lack control of their impulse and cravings.

McCrae and Costa (1997) defined emotional stability as the lower possibility that an individual have towards negative emotion and anxiety. Emotional Stability can be relate to an individual capacity and capability to handle and manage their stress meanwhile high emotional stability person usually don't experience negative experience often (McCrae & Costa, 1997; Foulkrod, 2010). However individual with a low emotional stability become easier to become frantic and are exposed to negative experience with a higher rate as compared to individual with high emotional stability (McCrae & Costa, 1997; Foulkrod, 2010). Meanwhile John and Srivastava (1999), defined Neuroticism as the absolute contrast as emotional stability and filled with various negative experience that make the adopter of this personality to frequently

feel tense, anxious, sad as well as frequently feeling nervous. Therefore, emotional stability plays an important role to assure right action and behavior at certain time and situation.

2.4 INDIVIDUAL FACTORS

Individual or employee is a key element that will influence an organization. Every employee has a different performance because it has a different personality. According to Johnson (2014), in general personality traits of an individual or the employee are divided into 5 basic properties of extraversion, conscientiousness, agreeableness, emotional stability and openness to experience. Each of the existing properties on an employee will have a positive effect or a negative effect on the performance of the organization as each character has a ground level and a high level in the discharge of their duties (Johnson, 2014).

According to Ryckman (1997), most of the researchers agreed that Individual personality is a set of characteristics of an individual which is dynamic and organized that uniquely influence their motivations, behaviors and cognitions. In addition, the research by Mayer (2007) mentions that personality is the collective action of individual's psychological subsystems that normally influence with personality development and actions. Individual personality also refers to internal and external characteristics such as feelings, thinking and behaving. (Pervin, Cervone & John, 2005).

2.4.1 Interpersonal

Interpersonal can be define as an ability or skill in order to communicate with others in an effective way including verbal and non-verbal communication. (Braham & Elston, 2010). Most of research in emotional stability determine that interpersonal is one of the most related variables in measuring personality (John & Srivastava, 1999; McCrae, 1997; McCrae, 1997; Oliver & Lievens, 2014).

Research by Bao, Zhu, Hu and Chui (2016), mention that when there is a different goals, belief, opinion or actions between two person or more interpersonal conflict will happen. Interpersonal conflict lead to negative emotions and eventually will effect emotional stability (Bao, Zhu, Hu & Chui, 2016). Dispute, resistance, disagreement or contradictions between persons or groups are an example of Interpersonal conflict. Additionally, according to Beheshtifar and Zare (2013), interpersonal conflict is not a negative actions but also a process in getting a desire result for the benefit of organization.

Furthermore, Wrzesniewski, Dutton and Debebe (2003) researched on interpersonal sense-making found that individual with the right interpersonal skill is very good in their works. They have control on emotional stability because of the attitude of considerate, helpful and understand the relation between employees and work. Drussell (2012) in his researched regarding social networking and interpersonal communication mention that advance technology such as phone and Facebook that normally became the communications tools do effect emotional stability because limited emotional effort in communication.

2.4.2 Skills

Ability, talent and expertise in doing something excellent is a normal definition for skills (Green, 2011). Therefore, skills is very important in job performance and organization achievement. Skill are also related with human emotions (Barrick & Mount, 1991). In the other research done by Takšić¹, Mohorić² and Duran² (2009), being to handle emotions is one of the skill according and their researched also indicate highest colorations between social skills and individual personality.

Further,ore, skill also very important and commonly to hear and related with interpersonal communication. Matteson, Anderson and Boyden (2016), mention that skills are important in every layer of management in organization in order to enhance organization performance. Hence, difference skills will lead to difference result in task, output, achievement, and emotions.

Additionally, some requirement of skill related that normally being observed by organization are skills of self confident, time management, handling pressure, critical thinking, problem solving, communication, flexibility, adaptability, technical, learning, listening, teamwork and leadership (Doyle, 2016). According to Doyle (2016) and Janet (2015) in their researched mention that the top 10 qualities and skill that employer looking for are communication skill, honesty, technical competency, work ethic, flexibility, determination & persistence, ability to work in best situation with colleagues, willing to learn, problem solving and loyalty.

2.5 ORGANIZATIONAL FACTOR

Base on the research of organization, researcher found that organization structure and procedure have positive relations with employee behaviour included emotions. According Hussenot (2014) and Kent (2006), being able to understand about organization process and also the needs anything related to human and non-human factors is important. Beside that, Kent (2006) also mention that human leadership is associated with organization because the success of an organization is depending on the leadership because leader normally can visualize their performance through stabile emotions and mind.

Furthermore, research by Palos and Sancovici (2016), organizational learning is very important because its gather experience, collecting knowledges, promoting team work, and developing skills. The most important is to create mental pattern and emotions to be use within the organization (Palos & Sancovici, 2016). Organization can be put in danger if employees emotions keep changing (Gravante & Poma, 2016). Research related with emotion and organization in Mexico shows that organization strategy can change if the emotions keep changing. This research also explained that organization should continuously having a face-to-face relation to create stable emotions among employees and organization (Gravante & Poma, 2016).

2.5.1 Workload

Workload identify as the amount of work or task given to individual that have to be done in the time frame given and workload may be different from one person to

another since individual capability is different (Radzali, Ahmad & Omar, 2013). According to previous researched, the amount of workload related to stressor and illness. Fairness is important between salary and workload by following a reasonable workload because unreasonable workload will require extra working hours and will give impact on employee personal live specially family quality time (Spector , Fox & Domalgaski, 2005).

In addition, overload workload can lead to emotional distress and reduce the job performance (Houdmont, 2010; Barrett, 1991). According to recent survey about extra workload in European country, result shows that extra workload problem has increase significantly. This extra hour work daily resulting the time for vacations and family time is lesser and causing emotional distress and illness (Onepoll, 2016). Shah (2011) in his research on workload and performance employee indicate that certain job may have more workload compare then others therefore, workload is not only depending on the individual capacity but also depending on the job capacity.

2.5.2 Organization procedures

The written or established guideline, the standard process execution or reference to make decisions are known as procedures (Broadbec, 2002). Procedure normally will come together with organization policy for example increment, hiring and work procedure (Broadbeck, 2002). According to Broadbeck (2002), procedure is the way of organization to assure stability in work related matter by having full control of behaviour. Having a procedure not only help in execution but it is also help to safe

time for decision making (Gary, 2012).

According to Stephen (2016), Culture of organization cannot be separated with leadership influence or empowerment. The organization may have a very good procedure but without the right leadership the procedure cannot help the organization to achieve the actual goal (Stephen, 2016). Organization procedure will help to avoid false decisions because the procedure will giving the same output for the same case of issues (Stephen, 2016). Standard procedure in organization definitely will help those who work in shift and have frequent job rotation in organization.

2.6 RELATIONSHIP BETWEEN INDIVIDUAL FACTORS AND EMOTIONAL STABILITY

Previous empirical researched by John and Srivastava, (1999) stated that negative emotionality is a contrast personality of emotional stability. Furthermore, more resilient persons or individual who able to with stand will have high on neuroticism and able to control their negative reactions on organization. individual with low on emotional stability are more likely to experiencing all the negative reactions surround them. For an example, individual with high on emotional stability attitude are more optimism, calm, tolerance, autonomy or self-reliance and high empathy. Individual with low on emotional stability normally intend to pessimism, anxiety, aggression, dependence on others. In addition, according to Judge and Ilies (2002), individual low on emotional stability personality often to be the erratic, impulsive and depressive on their job performance.

Individual with high on emotional stability tend to be proud of one's achievements in their works and score higher in job performance (Judge, Higgins, Thoresen, & Barrick, 1999). Neuroticism individuals normally easy to lost focus, not doing things that related to their work and tend to avoid unfavorable situations (H. Jia, R. Jia, & Karau, 2013). Bhatti, Battour, Ismail and Sundram (2013), stated individuals who are high in neuroticism tend to face and tolerate the cultural differences and get along with their peers compare with individuals high in emotional stability.

Rothmann and Coerzer (2003), in their product-moment correlations findings said there is a relationship between individual personality dimension and emotional stability. However, the result also shows that combination of low in emotional stability lead to different output in creativity. Individual with low emotional stability always have unjustified idea and unable to control situations. They also less creative and demoralize compare then those who have high in emotional stability (Rothmann & Coerzer, 2003; Hörmann & Maschke, 1996; Judge, 1999).

2.6.1 Relationship between interpersonal and emotional stability

Literature indicates that interpersonal much related to the ability of communication and motivation as well as a leadership ability. According to Khan and Ahmad (2012), interpersonal skill at the managerial ranking is important compare then support group. Their research also indicate that management leadership must be able to motivate employees. Moreover, the influence of interpersonal skills in decision making bring major impact to the organization (Fuqua & Kurpius, 1993).

In contrast some researches indicate that interpersonal distress is much related with individual mood-congruency which is a person's mood or mental disorder (clinical depression/ bi-polar disorder). Chan, Andrade, and Palmer (2013) in their research mention that interpersonal distress leads to mood-congruency and will affect job performance meanwhile non-interpersonal distress affected much less to job performance. In their research also mention that mood-congruency also associated with low in emotional stability such as low self esteem, broken relationship and rejection (feeling abandoned).

In the other hand, some researcher said that the organization system influence interpersonal. Dobre (2013), in his research mention bureaucratic-pyramidal in organization become one of the factor that lead to low interpersonal competence. This is because the employees have no option to express their feeling related to work and environment. Emotional research among employee of government sector in India shows that no major different between male and female (D. Sharma, Mishra & V. Sharma, 2014).

2.6.2 Relationship between skills and emotional stability

According to human capital theory the longer the service of an employee means the more experience they will be, more knowledge they gain and they will have better skills and technique to be used while dealing with their routine task (Bartłomiejczuk, 2015). Those employees' performance also will increase and due to the expertise in their job over time. In the other hand, motivation and job design

theory suggested that too long in doing the same task will reduce employees motivation and lead to poor performance (Bartłomiejczuk, 2015).

Furthermore, the right skills for every task are very important in order to help the organization to increase financial performance and non-financial performance (Maran, Lawrence & Maimunah, 2009). There are also research done among the public service in Malaysia mention that the public service skill level are positively related with emotional stability (Fauzilah, Noryati, & Zaharah, 2011). According to Annette, Susanne and Florian (2013) emotional stability are related with skill and bring impact to their routine task as for example the way they handling task if they are stressful, moody or angry.

Barrick and Mount (1991), examined five occupational groups in meta-analysis using various sample occupation included skilled and semi-skilled workers shows that low in emotional stability are associated or in other word having positive relationship with emotional stability. Moreover, White (2011) in his research mentions interpersonal and skills need to be consistence among government staff and this emotions can be more stable with a good support from organizations.

2.7 RELATIONSHIP BETWEEN ORGANIZATIONAL FACTORS AND EMOTIONAL STABILITY

Researched by Bonita (1995), mention that due to work stress the employee may also experience's emotional instability such as anger, distracted and wroth. Some of them will face more serious problem when they cannot control their lives at work. In this case Bonita (1995) suggested the organization must have full control on the work procedures and place the right individual into the right job scope.

Beside that, loyalty and effective working environment is very important for organization success and organization factor does influence emotional stability among employees (Arora & Rangnekar, 2015). Therefor, Arora and Rangnekar (2015) said there is relationship between emotional stability and career resilience. Dissatisfaction of organization factor is lead to unstable emotional stability due to frustration, stress, anger, and boredom among employees and directly will decrease job performance (Berg, 2013).

2.7.1 Relationship between workload and emotional stability

High workload in certain timeframe may lead to emotional instability (Alexander, 2015). Emotional instability that employee will face such as stress, lower down performance and unable to analyze and make a decision (Alexander, 2015). Some researcher also investigate relationship between workload and family conflict and according to Monica, Arnold and Chiara (2015) there is correlation between workload

and family conflict specially in low emotional phycology. In the other hand, Wendy and Tracy (2013) researched mention that family and work conflict is more serious when the individual have believed own their own ability (self-efficacy) to do their job however this desire have negative relation with emotional physical and emotional depletion.

Furthermore, the weight of workload also can be different base on gender and certain workload may be normal for a man but maybe more heavier for a woman (Marianna & Federica, 2016). Base on the researched by Marianna and Federica (2016), gender do bring different impact if related to workload and job exhaustion which is woman normally will be have 50% more impact in emotion compare then men.

Additionally, the stressful emotion in the workplace that associate with workload will eventually lead to illness such as high blood pressure and job insecure (Houdmont, 2010; Rath & Das, 2015). According to Rath and Das (2015) in a year 2001, high blood pressure, ischemic heart disease and hypertensive are among the illness that occur due work load. All this illness eventually lead to emotional instability. Moreover, some task maybe look simple and easy but requires the employees to be extra careful and high risk involving self protection and family protection such as spying and investigation task (Rath & Das, 2015). The workload in different department may vary depending on the task it self. So the workload among the staff is different event though working at the same department.

2.7.2 Relationship between organization procedure and emotional stability

Transformation in organization basically is a change of norms and procedures and it is also involved the change of feeling, knowledge, and expertise (Wendelin, 2011). Beside that, leadership and followership also will receive the impact of changes (Wendelin, 2011). All this changes in organization indirectly involved emotional stability (Claire, 2007). Researchers have argued that the importance of emotions is the main characteristic to study and understanding the whole organization process and vice-versa (Claire, 2007).

Affective events theory (AET) model shows that employees emotions positively link with their job and organization and eventually will lead to job performance (Howard, 1996). Established organization sometimes didn't allow the employees to show their emotions toward the task given such as love, anger, frustration and other similar feelings. The organizations has choose which emotion should be accepted and the level of managers who can express that emotions (Cynthia & Neal, 2000).

2.8 UNDERPINNING THEORY

There are so many researches done related to personality. Some of the researches are used as a main theory. These theories are;

- i. Psychoanalytic theory;
- ii. Humanistic theory;
- iii. Trait theory (theoretical biology);
- iv. Behavior, social learning and cognitive theory; and
- v. Eysenck's Personality Theory.

All the above theory are consider as one of the most famous and powerful personality theory that describes the key criteria which have a huge tendency to influence to specific behaviors (Leod, 2007). The different in the trend and to develop a stable patterns of feelings, thinking and acting can be determine by the characteristics.

2.8.1 Psychoanalytic theory

Freud's psychoanalytic theory mention that personality develop through few stages and it is according to the internal psychology conflict of an individual (Freud, 1939). Psychoanalytic theorists believe that human behavior is deterministic which is influence by irrational and unconscious. Biological drives and instincts also another factors that influence human behaviour and this theory emphasized more on childhood experiences (Freud, 1939).

2.8.2 Humanistic theory

Carl Rogers (1959) found the meaning of personal and behavioral (individuals) a very subjective. Humanistic theory are psychology perspective wheres the research is focusing on the uniqueness of every individuals as a whole. Humanistic theory also called as phenomenological. Phenomenological means the personality is studied from the individual's own experience (Carl Rogers, 1959). Humanistic theory is a new approach to give better understanding about human nature and condition (Leod, 2007).

2.8.3 Trait theory (theoretical biology)

Psychologist Hans Eysenck (1951) published the first empirical research about genetics of personality. Eysenck claims that genetics are primary determinant of personality. There is two type of trait according to Leod (2014) there is two type of trait which is central traits and cardinal trait. Central traits is a basic characteristics that almost everyone have such as kindness and honesty while cardinal trait is basic and dominant characteristic such as ambition and both trait are environmentally influenced (Leod, 2014).

2.8.4 Behavior, social learning and cognitive theory

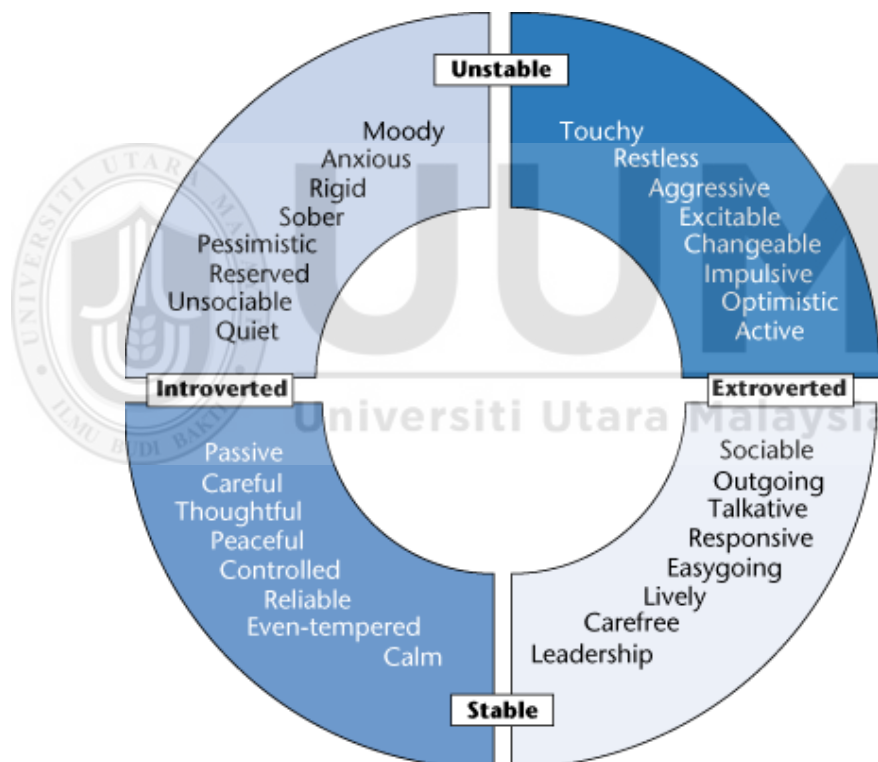
Albert Bandura (1977) said that behaviour or social learning theory are divided to two main categories which is classical conditioning (learning new behaviour via the process of association such as organizational procedures, rules and regulations) and operant conditioning (intentional actions that have an effect on the surrounding environment).

2.8.5 Eysenck's Personality Theory

Eysenck (1947) found that Model of personality can be presented into two main dimension as shown in figure 2.2. The dimensions called as second-order personality traits has two dimensions of neuroticism (stable vs. unstable) and introversion-extroversion combine to form a variety of personality characteristics.

Figure 2.2

Eysenck's two original personality, scales Introversion - Extroversion and Stable - Unstable.



Source : Eysenck HJ and Eysenck, M.W. Personality and Individual Differences.

Plenum Publishing, 1958

2.9 CHAPTER SUMMARY

In an organization each employee have their own personality that was nurture by their surrounding, interaction and environment which help enforced the way they think and finally formed the emotion they show now. Different emotions gives various effects on the organization as affect the employee job performances which directly affect the organizations profitability and productivity. In the other hand, Organizations also play important role in order to build positive emotions among their employees in order to assure that the organization performance increased over time.



CHAPTER 3

RESEARCH METHODOLOGY

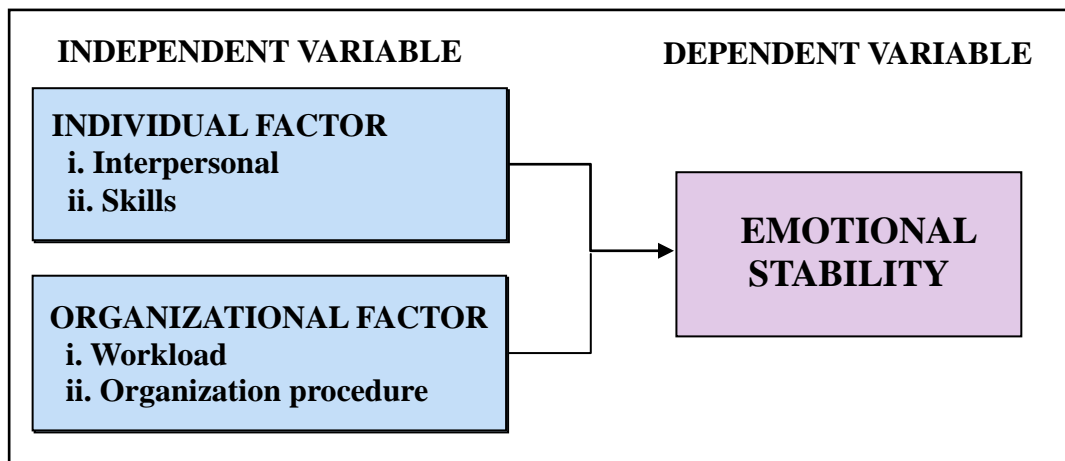
3.1 INTRODUCTION

Research method will be discussed in detail in this chapter. Research design, sampling technique, population sample, measurement and instrumentation will be explained and data collection will be discuss and elaborated.

3.2 RESEARCH FRAMEWORK

Base on the relationship among variables in chapter 2 research framework proposed for this research is illustrated in Figure 3.1. Emotional stability is the dependent variable and Individual factor (interpersonal and skills) and Organizational factor (workload and organization procedures) will be independent variable.

Figure 3.1
Research Framework



3.3 HYPOTHESES DEVELOPMENT

The hypotheses are provided for testing and investigating the relationship between emotional stability and independent variables as follows :

H₁ : There is a relationship between individual factors and emotional stability.

H_{1a} : There is a relationship between interpersonal factors emotional stability.

H_{1b} : There is a relationship between skills factors and emotional stability.

H₂ : There is a relationship between organizational factors and emotional stability.

H_{2a} : There is a relationship between workload factors and emotional stability.

H_{2b} : There is a relationship between organization procedure factors and emotional stability.

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3.4 RESEARCH DESIGN

Research design is very important to researcher to carry out the research. According to Sekaran (2003), there are two types of research designs named qualitative research and quantitative research. Quantitative method emphasis on standard questions by using questionnaire and survey to respondent meanwhile qualitative method normally using an interview or secondary data normally focus to subject experience more than the objective truth or rationality without using numerical measurement (Zikmund, 2003). Furthermore, ability to collect responses from respondent in a short time frame makes questionnaire is the most reliable and most significant tools for quantitative research according to Sekran (2003).

For this research purpose quantitative research design has been used to evaluate the relationship between emotional stability (dependent variable) with various Independent variables which is interpersonal, skills, workload and organization procedures. Questionnaire has been distributed among the RMCD staff to collect the primary data and all the informations needed regarding this research and transfer the data to usable statistic.

3.5 POPULATION AND SAMPLING

Population are define as all the individuals or units of interest meanwhile sample are define as a subset of individuals in the populations. (Hanlon & Larget, 2011). Population also refer to the group of people or things that researcher want to research. (Sekran, 2003). Meanwhile sampling is consist of determining the target group from the populations of the research. According to Saunders (2009) sampling provide "a range of methods allow reducing the amount of data that we are obligate to collect by considering only data from the sub-group rather then all possible cases".

3.5.1 Population

The population for this research is RMCD staff in Malaysia. The population involved all the staff from the support group and managerial group. There is two type of sampling technique which is probability sampling and non-probability sampling. Probability sampling also known as systematic sampling, cluster sampling, multistage sampling, and random sampling. Meanwhile, self-selective sampling, quota, snowball and convenience sampling are non-probability sampling.

Total of RMCD staff in Malaysia are 14,773 staff. However, convenience sampling will be utilized for this research, wheres the first primary data sources will be collected from those who are conveniently to participate in this research. Therefore, a total of 1000 questionnaires were distributed to the RMCD staff all over Malaysia.

3.5.2 Sample size

Sampling size for this research are 398 responses for 14,773 populations. For the present research, sampling size numbers by Krejcie and Morgan (1970) method are being used. Sampling size numbers adopted from Krejcie and Morgan are shown in Table 3.1.

Table 3.1
Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size.
S is sample size.

Source : The research Advisor (2006)

3.6 QUESTIONNAIRE DESIGN

Based on several studies, questionnaire has been used as an instrumentation for this research. Questionnaire is administered through online. Survey questions were prepared in Bahasa Melayu and English. All of the questions were adapted from the previous research as indicated in the source column in Table 3.2. Participant in this research received a four pages questionnaire containing 49 questions that is divided into four section; A, B, C, and D as stated in table 3.2. The full version of questionnaire is exhibit in Appendix A.

Table 3.2

Questionnaire Structure and Sources.

Section	Variables	Number of Item	Sources
A	Demographic Profile	7	Agyeman & Ponniah (2014)
B	Individual Factors		Arora & Rangnekar (2015), Khatoon (2015), Petrovici & Dobrescu (2014), Alison, 2011
	(B1) Interpersonal	8	
	(B2) Skills	8	
C	Organization Factors		
	(C1) Workload	8	Mensah (2012), Hussin (2005)
	(C2) Organization procedure	8	
D	Emotional Stability	10	Zingwe (2012), Pelham & Swann (1989), Topolewska et. El. (2014)
TOTAL QUESTIONS		49	

3.7 RESEARCH INSTRUMENT AND MEASUREMENT

Section A is demographic section where respondents were asked to provide on gender, ethnic, education background, length of service, service group, marital status and current department. Sections B is to measure the relation between Individual (interpersonal and skills) and emotional stability meanwhile in section C is to measure the relation between organization (workload and organization procedure) and emotional stability. Section D is used to determine respondent emotional stability level.

Respondent are requested to fill up the questionnaire and rate each item as how accurately or inaccurately it describes them using Five point Likert Scale. According to Cavana (2006) there is five to seven points or five to nine points on a rating scale and both ratings are good and reliable. Fixed choice response formats are normally Likert-type of frequent scales. This format is designed to measure attitudes or opinion. The rating scale for section B, C and D was from 1 point to 5 point (1 = Very Inaccurate and 5 = very accurate). The Five point Likert Scale is shown in Table 3.3 as follows :

Table 3.3
Five point Likert Scale

5 point- Likert Scale	1	2	3	4	5
	Very Inaccurate	Somewhat Inaccurate	Neither Accurate Nor Inaccurate	Somewhat Accurate	Very Accurate

Source : Cavana (2006)

3.8 DATA COLLECTIONS PROCEDURE

Questionnaire distributed to 1000 officers all over Malaysia regardless they are from support group or management and professional. The data collected via this survey questionnaires. Every respondent required to answer all the 5 pages questionnaire. The questionnaire distributed via email to respondents. Each respondent spend about 10 to 15 minutes to complete the questionnaire. Table 3.4 shows the data collections summary of response rates.

Table 3.4
Summary of Response Rates

Respondent	Frequency	Percentage (%)
Questionnaire Mailed	1000	100.00
Number of responses	398	40.00

3.9 DATA ANALYSIS

The data analysis were coded and compiled using the IBM Statistic 22 Package For Social Sciences (SPSS) version 22.0 software. Reliability analysis, descriptive analysis, and correlation analysis are used as a part of data analysis technique. Finally it will translate into mean, standard deviation, correlation, frequencies and percentage to describe the data collected.

3.9.1 Frequencies

Frequencies has been used to summarized the demographic profile. Frequency distribution is simple method to count how many peoples are participated and it is easy to compare score for every demographic profile (Hole, 2000). For example there is so many education qualification and division in RMCD, frequency will show what is the scores and percentage of every categories.

3.9.2 Descriptive Analysis

In order to describe the fundamental feature of the research data descriptive analysis has been used to simplify the large amount of data in a sensible way. Therefor, to attain the result of frequency distribution, measure of central tendency and dispersion of variability, descriptive analysis has been used. For this research descriptive statistics is used to analyzed the basic data such as gender, ethnic, education background, length of service, service group, marital status and current department. All this data translated to mean scores and standard deviation of each dimension of the variables. Zikmund (2003) mention that to summarize information data about the population and sample, descriptive study is a best way to describe.

3.9.3 Pearson Correlation

Correlation is the best instrument to determine the relationship between independent variables (interpersonal, skills, workload, organization procedure) and the dependent variable (emotional stability). The Pearson Correlation coefficient is the most current used to understand the direction of the relationship between two quantities. Symbol r with range of -1 to +1 is the indication of correlation coefficient to signify positive and negative relationship.

3.10 CHAPTER SUMMARY

This chapter has describe the methodology of this research. The research design, population and sampling, instrument and measurement, data collection procedure, data analysis techniques were discussed. The finding and analysis of the result will be explained in the next chapter.

CHAPTER 4

FINDINGS AND DISCUSSION

4.1 INTRODUCTION

The main objective of this chapter is to present and discuss the result of the findings and data analysis. This chapter will discuss descriptive analysis of the data and mean of each variable will be examined. The researched objective and hypotheses tested. This chapter starts with screening data and presenting descriptive demographic profiles follow by the test for the research hypotheses and finally will perceive the correlation between variables.

4.2 RESPONSES PROFILE RATE

The respondents of this survey questionnaires are the RMCD officers in Malaysia. The durations taken to answer the questionnaires is 10 to 15 minutes. The survey questionnaire were emailed to three different service group involved the management and professional (Jusa A, JusaB, Jusa C), management and professional (grade WK41-WK54) and support group (grade WK19-WK36). The total of 1000 questionnaires has been distributed and respondent are given two weeks to reply to the survey. Out of 1,000 questionnaires mailed, 398 fully completed survey questionnaires were received. The responses rate were shown in table 4.1 below :

Table 4.1
Summary of Response Rates

Items	RMCD Officers
Questionnaire Mailed	1000
Number of Completed Responses	398
Response rates	40.00

4.3 RELIABILITY TEST

Pilot test is the best way to measure how good is the questionnaires and able to improve the validity of the research (Sekaran & Bougie, 2010). For this research, 30 respondents from RMCD were surveyed. The questionnaires distributed by email and the responses are collected. Reliability test then conducted and the result shown in Table 4.2 below.

Table 4.2
Reliability Test result in Pilot Test and Real Test

Variables	No. Item	Cronbach's Alpha	
		Pilot Test	Real Test
		N = 30	N = 398
Emotional Stability	10	0.98	0.93
Interpersonal	8	0.62	0.63
Skills	8	0.83	0.81
Workload	8	0.78	0.83
Organization Procedures	8	0.81	0.70

According to Sekaran & Bougie (2010) if the value of Cronbach's Alpha is 1.0 it is regarded as highly desirable, while a value greater than 0.89 is considered good. Meanwhile, the value of 0.70 are consider acceptable and value less than 0.60 was considered weak. For this research the coefficient of reliability of the independent variables and dependent variables for pilot test is 0.62 to 0.88 while the real test is 0.63 to 0.93. The cut off point for the research is 0.60. Therefore, measurement of variables in this research are accepted because it has reached the alpha value of 0.60 and above (Sekaran & Bougie, 2010).

4.4 SCREENING DATA

Screening data is a method used to determine the accuracy of data entry, remote data and characteristic of the distribution before running the main analysis. In this research, data screening was conducted by examining the basic descriptive statistics and frequency distribution to determine if there is missing data, outlier, normality and linearity.

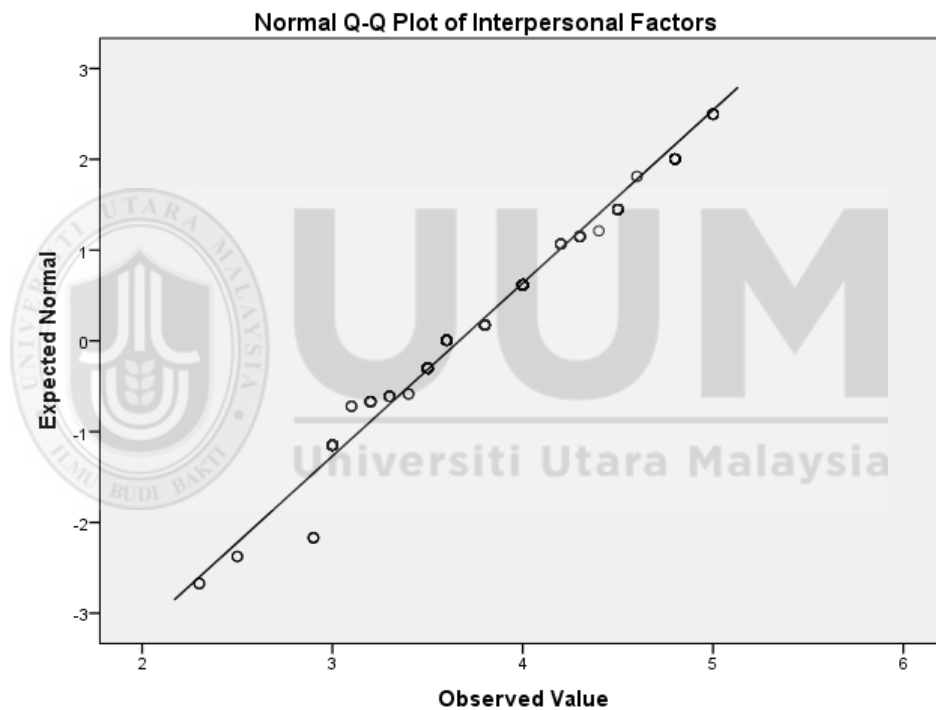
4.4.1 MISSING DATA

Regression analysis has been done for all the responses and there is no missing data has been found. Therefore, all of the 398 respondents are used for the data analysis purpose.

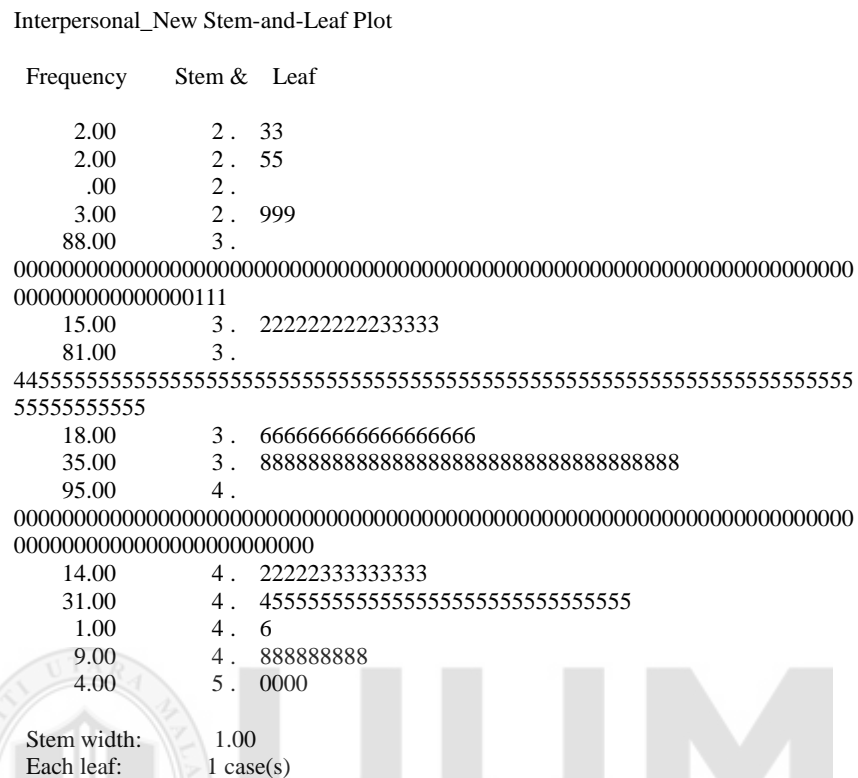
4.4.2 NORMALITY TEST

Normality test is an assessment of the normality of data to determine either the data is normal. Figure 4.1 shows Q-Q plot, stem and leaf plot and box plot for all the variables.

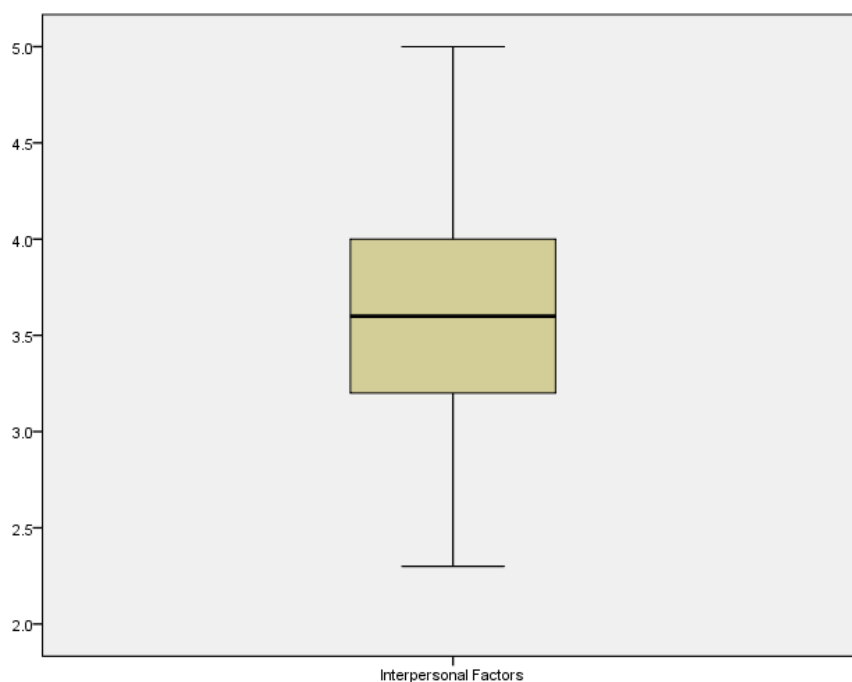
Figure 4.1
Q-Q plot for Interpersonal Factors



Stem and Leaf Plot for Interpersonal Factors

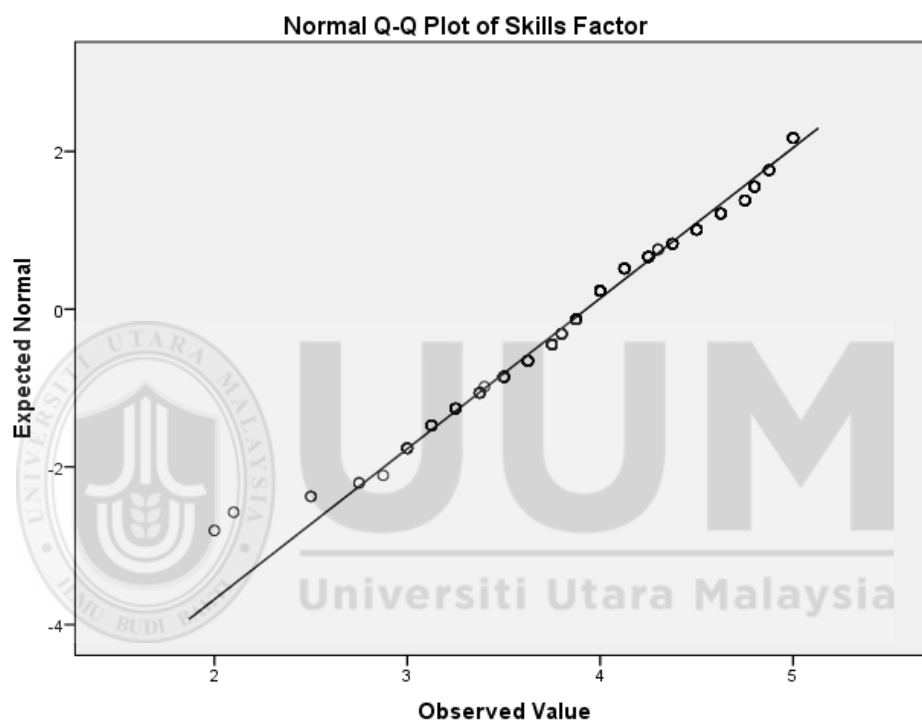


Box Plot for Interpersonal Factors



Refer to figure 4.3 shows the box plot for interpersonal factors. The box plot suggests that overall RMCD officers have high level of agreement with each other regarding interpersonal factors. There is no outliers exist in interpersonal factors box plot.

Figure 4.4
Q-Q plot for Skills Factors

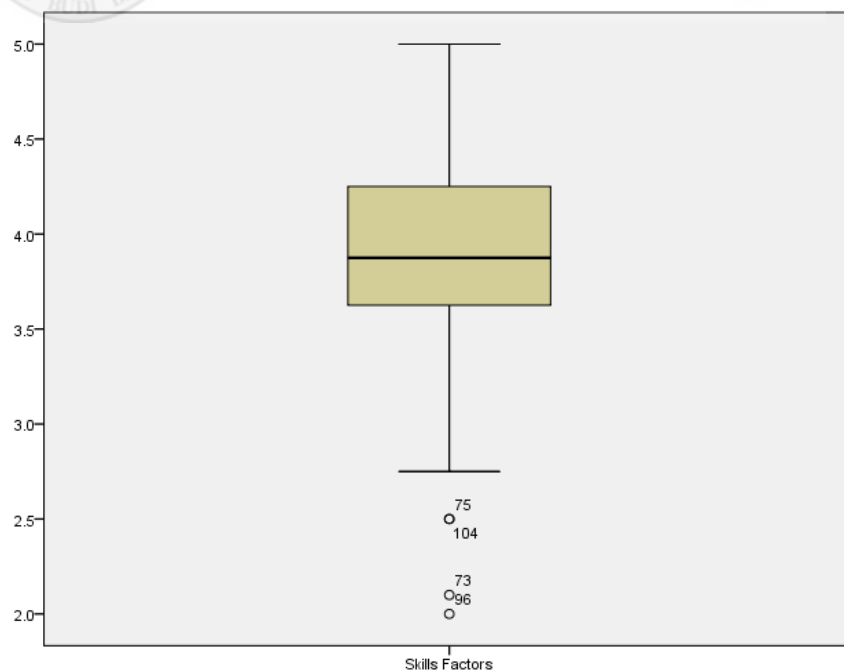


Stem and Leaf Plot for Skills Factors

Skills Factors Stem-and-Leaf Plot

[illegible]

Box Plot for Skills Factors



Refer to figure 4.6 shows the box plot for skills factors. The box plot suggests that overall RMCD officers have high level of agreement with each other regarding skill factors. There is outliers exist in skills factors box plot. The outlier indicates that the respondents have a very low skills ability compare then the other respondents. Base on the demographic data the outliers came from the officers who has served less then a year and for officers that served for more then 16 years. The assumption for the outlier for officer who served less then a year is they are still in learning stage and try to adapt with RMCD job scope. Meanwhile those who served more then 16 years maybe senior citizen officers that normally not familiar with new technology and advance working tools such as computers.

Figure 4.7
Q-Q plot for Workload Factors

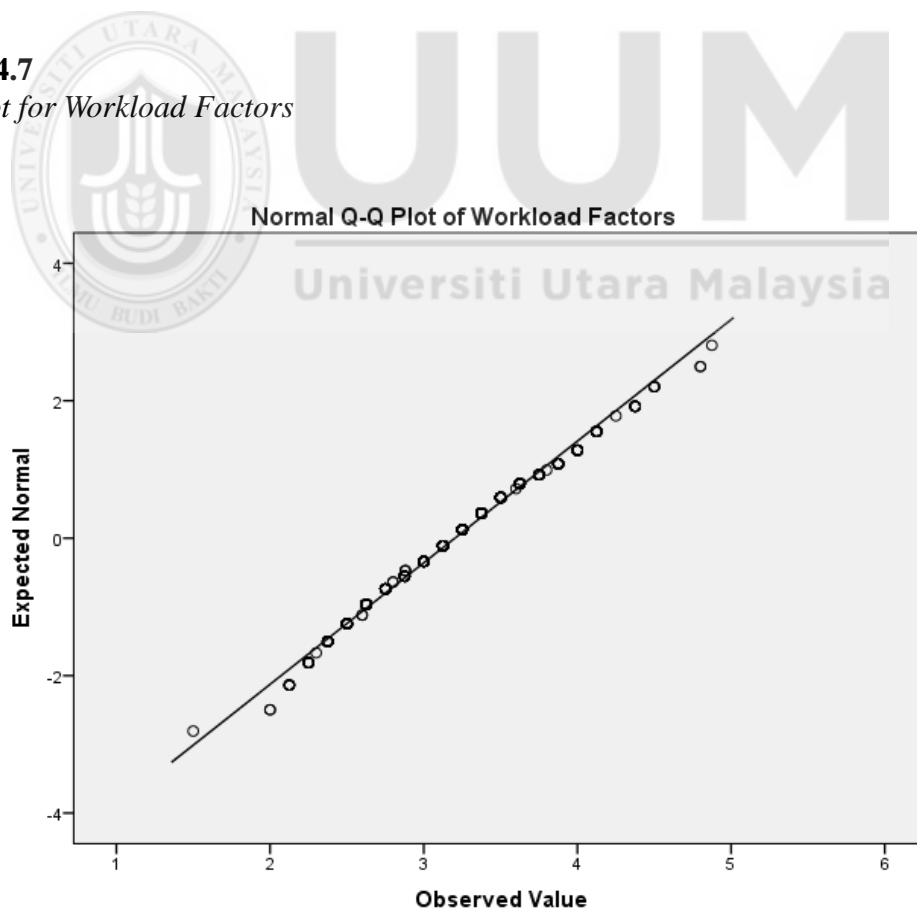
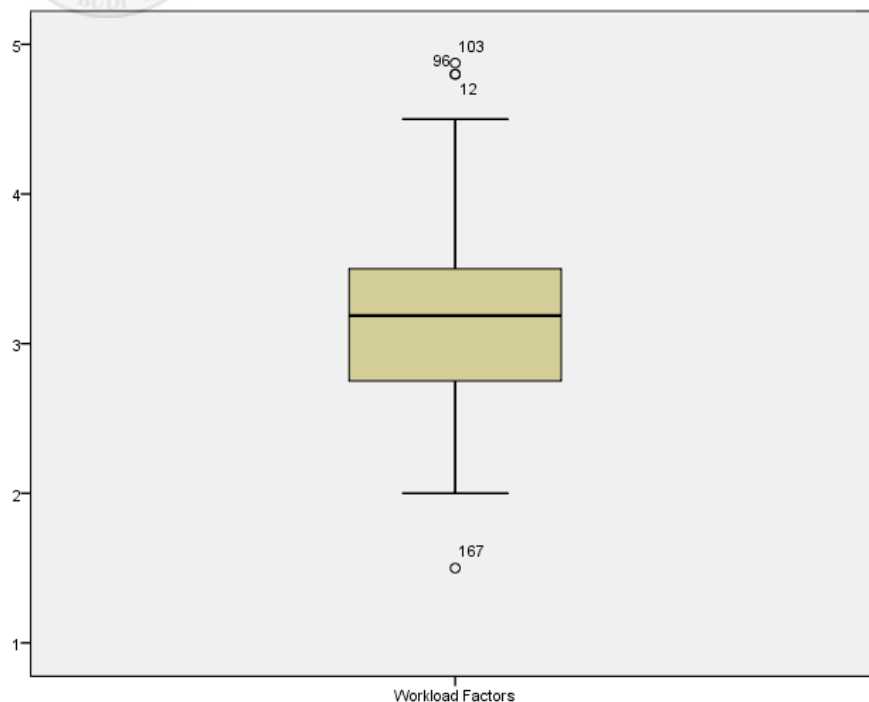


Figure 4.9
Box Plot for Workload Factors



Refer to figure 4.9 shows the box plot for workload factors. The box plot suggests that overall RMCD officers have high level of agreement with each other regarding workload factors. However, there is outliers exist in box plot. The outlier indicates that one respondents have a very low workload factors compare then the other respondents. Meanwhile, some off RMCD officers from service group management and professional (WK41 to WK54) have high workload factors.

Figure 4.10
Q-Q plot for Organization Procedure Factors

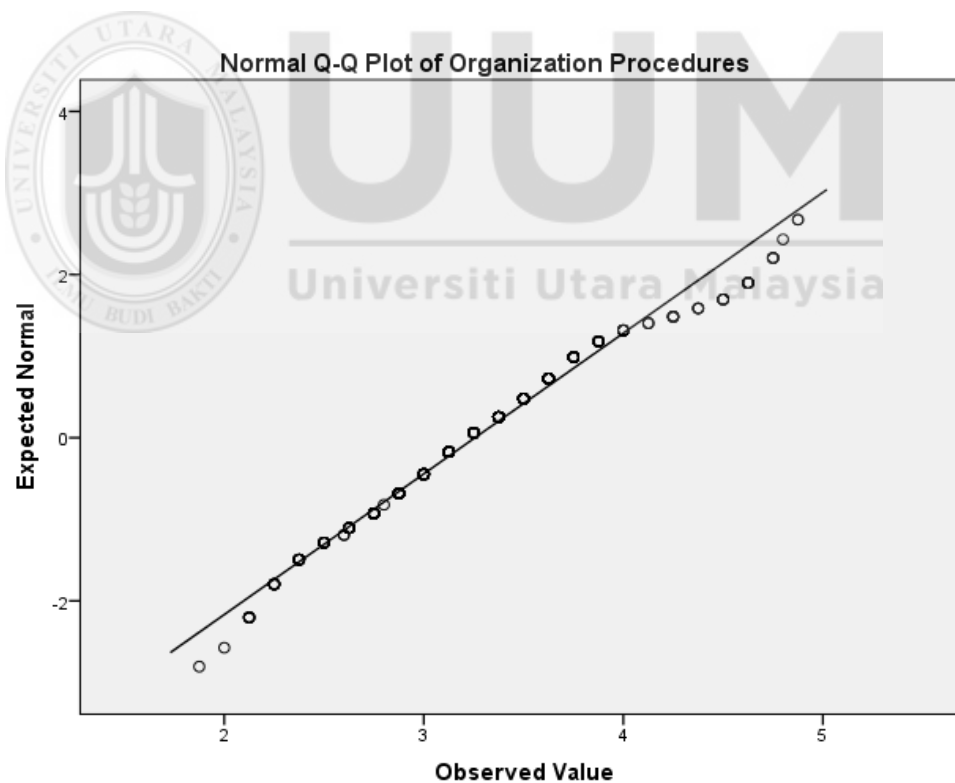


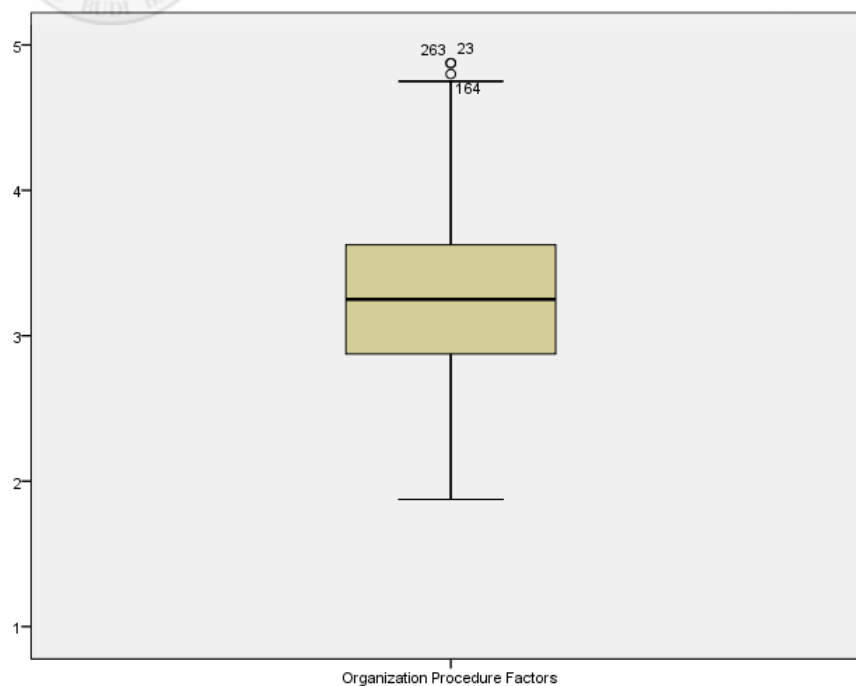
Figure 4.11
Stem and Leaf Plot for Organization Procedure Factors

Organization Procedures Factors Stem-and-Leaf Plot

[illegible]

Stem width: 1.00
Each leaf: 1 case(s)

Figure 4.12
Box Plot for Organization Procedure Factors



Refer to figure 4.12 shows the box plot for organization procedures factors. The box plot suggests that overall RMCD officers have high level of agreement with each other regarding organization procedures factors. However, there is outliers exist in box plot. The outlier indicates that respondents have a very high responses towards organization factors compare then the other respondents. Base on the demographic data the outliers came from management and professional (Jusa A, Jusa B, Jusa C) and management and professional (WK41-WK54) and already served for more then 16 years in RMCD.

Figure 4.13
Q-Q plot for Emotional Stability Factors

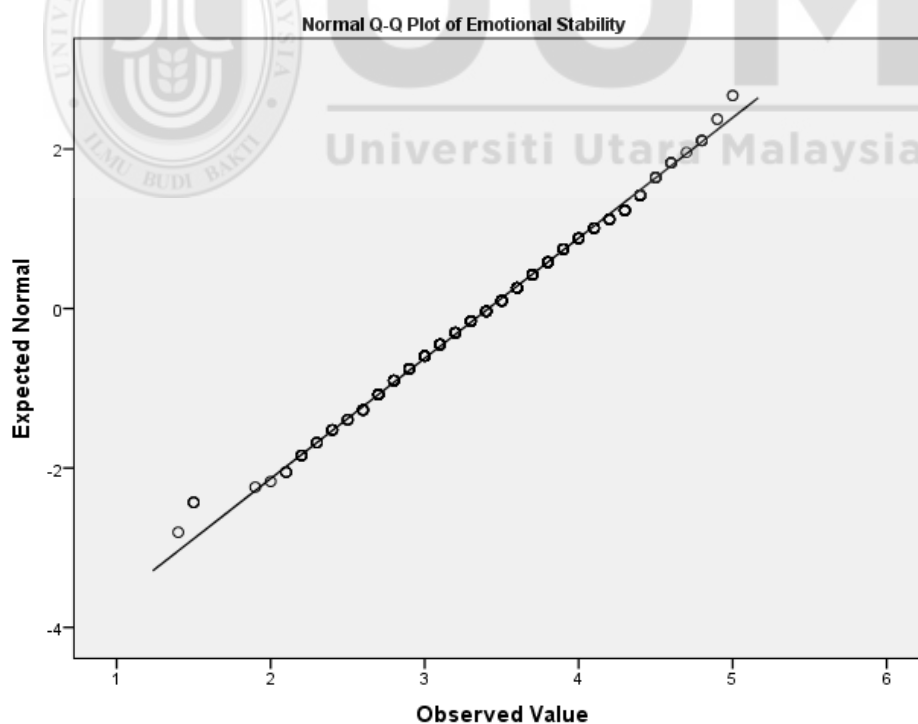


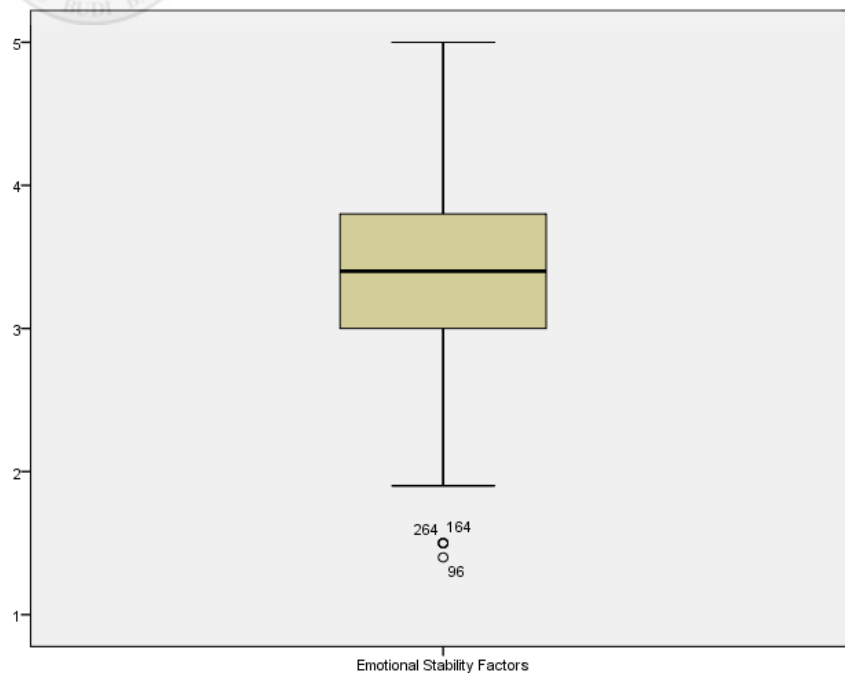
Figure 4.14
Stem and Leaf Plot for Emotional Stability Factors

Emotional Stability Factors Stem-and-Leaf Plot

Frequency	Stem &	Leaf
4.00	Extremes	(=<1.5)
1.00	1 .	&
25.00	2 .	12223344444&
68.00	2 .	556666667777777788888899999999
106.00	3 .	000000000001111111222222222222333333334444444444
112.00	3 .	55555555556666666666666666667777777788888888888899999999
59.00	4 .	00000001111112222333344444444
21.00	4 .	555666889&
2.00	5 .	0
Stem width: 1.00		
Each leaf: 2 case(s)		

& denotes fractional leaves.

Figure 4.15
Box Plot for Emotional Stability Factors



Refer to figure 4.15 shows the box plot for emotional stability factors. The box plot suggests that overall RMCD officers have high level of agreement with each other regarding emotional stability factors. However, there is outliers exist in box plot. The outlier indicates that one respondents have a very low in emotional stability. However, it is difficult to justify base on the demographic profile because all three respondents from different department and service group. This may due to individual phycology.

4.5 DESCRIPTIVE STATISTICS OF DATA COLLECTION

Descriptive statistic were used to make some observations on demographic profile questions. According to Cheryl and Thompson (2009), descriptive statistic able to describe demographic characteristics. Descriptive statistic is a process of gathering, computing, describing and annalizing all data collected. Beside that it consist of univariate that involves the examination across cases of one variables at a time.

4.5.1 Frequencies

Descriptive statistic is useful to summarize data with a basic distributions but it is not helpful for interpreting categorical data. Therefore according to Cheryl and Thompson (2009) Frequencies is the first analyses to be done on a data set. Frequencies able to describe the nominal or ordinal level data. Beside that frequencies also able to detect data entry error. The demographic profile of respondents were shown in table Table 4.3

Table 4.3
Demographic Profiles of Respondents

Demographics	Frequency	Percentage (100%)
Gender		
Male	161	40.5
Female	237	59.5
TOTAL	398	100.00
Ethnic		
Malay	340	85.40
Chinese	17	4.30
Indian	12	3.00
Others	29	7.30
TOTAL	398	100.00
Highest Qualification		
Doctoral Degree	3	1.00
Master Degree	39	10.00
First Degree	228	57.00
Diploma	53	13.00
Sijil Tinggi Pelajaran Malaysia (STPM)	2	0.50
Sijil Pelajaran Malaysia (SPM)	71	18.00
Sijil Rendah Pelajaran/ Penilaian Menengah Rendah (PMR)	2	0.50
TOTAL	398	100.00

Table 4.3 (Continue)
Demographic Profiles of Respondents

Demographics	Frequency	Percentage (100%)
Length of service in RMCD		
Less then a year	3	1.00
1-5 years	85	21.00
6-10 years	176	44.00
11-15 years	37	9.00
16 years and above	97	25.00
TOTAL	398	100.00
Service group in RMCD		
Management and Professional (Jusa A, Jusa B, Jusa C)	4	1.00
Management and Professional (WK41-WK54)	238	60.00
Support group (WK19-WK36)	156	39.00
TOTAL	398	100.00
Marital status		
Single	69	17.00
Married	316	79.00
Divorced	10	3.00
Widow	3	1.00
TOTAL	398	100.00

Table 4.3 (Continue)
Demographic Profiles of Respondents

Demographics	Frequency	Percentage (100%)
Current Department		
Enforcement Division	63	16.00
Compliance Management Division	48	12.00
Customs Division	103	26.00
Goods & Service Tax (GST) Division	87	22.00
Technical Services Division	27	7.00
Management Services and Human Resource Division	33	8.00
Corporate Planning Division	15	3.00
Akademi Kastam Diraja Malaysia (AKMAL)	11	3.00
Information Technology Division	8	2.00
Integrity Branch	3	1.00
TOTAL	291	100.00

Base on Table 4.3, 40.5% respondents are male while 59.5% respondents are female. In term of ethnicity, majority of 85% of the respondents are Malay while 4% are Chinese, 3% are Indian and other ethnics 7%. Furthermore, 1% of the respondent are having Doctoral Degree while 10% of them having a Master Degree. Majority of 57% of the respondents having First Degree qualification while having STPM and PMR qualification are 0.5% each. 18% of them having SPM qualification. For the length of service in RMCD, 25% have been work for more then 16 years while 9% work for 11-15years. Remaining of 44% respondents have been work for 6-10 years while 21% work for 1-5 years and only 1% work for less then a year. 1% of the respondents are from Management and Professional (Jusa A, Jusa B, Jusa C) service group while 60%

respondents are Management and Professional (gred WK41-WK54) and 39% are support group (WK19-WK36). Majority of 79% of respondent are married, 17% are still single while divorced score is 3% and 1.0% widow.

In term of respondents service at current department, Enforcement Division are 16%, Compliance Management Division are 12%, Customs Division 103%, Goods & Service Tax (GST) 87%. The remaining of 7% respondents currently attached with Technical Service Division, 8% are attached with Management Services and Human Resource Division, 3% attached Corporate Planning Division while 3% attached with Akademi Kastam Diraja Malaysia (AKMAL) and 2% attached with Information Technology Division and 1% attached with Integrity Branch.

4.5.2 Mean and Standard Deviation

Descriptive analysis has two basic method which is numerical and graphical. Mean and standard deviation are numerical approach that can compute statistic. According to Sekaran (2000) mean or average are popular method of measuring and describe central tendency or central location of the data.

All variables were measured using the five Likert-Scale answers. Respondents were asked to answer as to how accurately or inaccurately the question describe them. The scale between 1 (very inaccurate) to 5 (very accurate). Mean value are the middle value and any number above 3 is an indication of very accurate and below 3 is very inaccurate response.

Base on the informations collected from the questionnaires, the mean scores was calculated for each item in every variables factors dimensions. To indicate respondent level of perceptions towards all the variables, the value will be transform to the following categories as shown in Table 4.4 adopted from Cohen (1988).

Table 4.4
Level of Perceptions

Range	Level
1.00 to 2.25	Low
2.26 to 3.75	Moderate
3.76 to 5.00	High

Source : Cohen (1988). Statistical power analysis for the behavioral sciences (2nd ed.)

Table 4.5
Summary of Mean and Standard Deviation.

Variables	N	Mean	Std Deviation	Level
Emotional Stability	398	3.41	.663	Moderate
Interpersonal	398	3.67	.525	Moderate
Skills	398	3.92	.523	High
Workload	398	3.20	.565	Moderate
Organization procedures	398	3.26	.580	Moderate

Table 4.5 above, summarized the mean scores, standard deviation and the level of perceptions for all the variables in this research. The table shows moderate level of

emotional stability with a mean scores 3.41. Interpersonal mean scores 3.67 also in moderate level of perceptions. Skills scores the high level perception with a mean scores 3.92. Organization procedures show moderate level of perceptions with the mean scores 3.26.

Table 4.6
Mean Scores Individual Factor (Interpersonal factors)

Item	Variables	Mean	Std Deviation	Level
IP1	<i>I'm usually open to getting to know people personally and establish relationship with them.</i>	3.61	1.702	Moderate
IP2	<i>I'm comfortable disagreeing with others.</i>	3.51	.897	Moderate
IP3	<i>I can recover quickly when people hurt my feelings.</i>	3.71	.803	Moderate
IP4	<i>I accept others point of view.</i>	4.07	.538	High
IP5	<i>I usually make an effort to spend time with friends.</i>	3.59	1.330	Moderate
IP6	<i>I prefer to work in individual task most of the time.</i>	3.30	1.104	Moderate
IP7	<i>I always ensure that others will follow what I want.</i>	3.55	.950	Moderate
IP8	<i>I recognize when others need privacy.</i>	3.95	.541	High

Table 4.6 shows the mean and standard deviation scores of the eight dimension of interpersonal factors. The means item (IP4) "*I accept others point of view.*", and (IP8) "*I recognize when others need privacy*" are highly rated with a mean of 4.07 and the lower scores mean of 3.30 is item (IP6) "*I prefer to work in individual task most of the time*". The finding shows that the other items scores between 3.00 to 5.00 indicate that respondent have a good interpersonal skills.

Table 4.7
Mean Scores Individual Factor (Skills factors)

Item	Variables	Mean	Std Deviation	Level
SK1	<i>I'm very good in planning and time management.</i>	3.71	.706	Moderate
SK2	<i>I have a capacity to learn new things very fast.</i>	3.96	.611	High
SK3	<i>I'm able to do multiple task at a time.</i>	4.01	.708	High
SK4	<i>I have the ability to work automonsly.</i>	3.82	.713	High
SK5	<i>I'm very good at computers.</i>	3.76	.725	High
SK6	<i>I can persuade people by talking to them</i>	3.53	.769	Moderate
SK7	<i>I learn from my mistakes and can accept feedback.</i>	4.31	.582	High
SK8	<i>I'm able to make and carry through an action plan with others to achieve a given objective</i>	4.23	.583	High

From the Table 4.7, it can be seen that the individual factor (skills factors) dimension is a highly rated item (SK7) "*I learn from my mistakes and can accept feedback.*" with a mean of 4.31. The lowly rated item is item SK6 "*I can persuade people by talking to them*", with a mean of 3.53 but it is still in moderate level of perceptions. The finding shows that respondents have a good skills in their works.

Table 4.8*Mean Scores Organizational Factor (Workload factors)*

Item	Variables	Mean	Std Deviation	Level
WL1	<i>I manage to complete the task given to me within the time frame.</i>	4.09	.646	High
WL2	<i>I usually have to stay back after office hour to finish my work.</i>	3.32	1.144	Moderate
WL3	<i>I feel the task given to me is appropriate with my salary.</i>	3.53	1.015	Moderate
WL4	<i>I always have free time during office hour.</i>	2.41	1.036	Moderate
WL5	<i>I have to miss family activities due to the amount of time I must spend on work responsibility.</i>	3.00	1.083	Moderate
WL6	<i>I often felt emotional drained when I get home from work.</i>	3.34	1.065	Moderate
WL7	<i>I'm unable to do my work due to so many extra work that has been given to me i.e. EKSA & ISO task</i>	3.21	1.085	Moderate
WL8	<i>I'm always tired because my work required so much physical strength i.e. outdoor work</i>	2.67	1.081	Moderate

Table 4.8, for organization factor (workload factors), the highest number of mean is 4.09, item (WL1) "*I manage to complete the task given to me within the time frame*". The lower rated is item (WL4) "*I always have free time during office hour.*" with a mean of 2.41. All the other items stated have moderate scores between 2.27 and 3.53 that are perceived to be important in this research because its shows that respondents manage to finish their work but they might have to stay back in the office after office hours and came back to office during weekend or holiday to assure the work is done.

Table 4.9*Mean Scores Organizational factor (Organization Procedures Factors)*

Item	Variables	Mean	Std Deviation	Level
OP1	<i>I always get assistance and advice from my superior.</i>	3.50	.919	Moderate
OP2	<i>I feel easy to do my work because RMCD always provide me with all the references and tools.</i>	3.00	.969	Moderate
OP3	<i>I feel the job rotation practice in RMCD is giving me the opportunities to learn new things.</i>	3.47	1.180	Moderate
OP4	<i>I don't mind working anywhere when come to work knowledge because RMCD procedure at every states are the same.</i>	3.31	.902	Moderate
OP5	<i>I noticed that every staff have standard operating procedure regarding their work that can be access easily.</i>	3.49	1.052	Moderate
OP6	<i>I feel that transferring of staff from one states to another states is one of the way to ensure integrity.</i>	3.14	.926	Moderate
OP7	<i>I always feel even though I work in shift but I feel that RMCD always assure my welfare.</i>	3.24	.972	Moderate
OP8	<i>I always feel safe every time I face with false allegations because RMCD will always help to protect me and clear my name as long as I'm not doing anything wrong.</i>	2.89	1.061	Moderate

From table 4.9, for organization procedures, the entire items have shown the moderate perception level towards organization procedures. The lowers scores is 2.87 which represent item (OP8) "*I always feel safe every time I face with false allegations because RMCD will always help to protect me and clear my name as long as I'm not doing anything wrong.*" and the highest mean score is 3.50 for item (OP1) "*I always get assistance and advice from my superior*". This result shows that respondents aware about the organization procedure requirement in organization.

Table 4.10
Mean Scores Emotional Stability

Item	Variables	Mean	Std Deviation	Level
ES1	<i>My mood not easily goes up and down.</i>	3.21	1.093	Moderate
ES2	<i>My feeling is not easily get hurts.</i>	3.40	1.033	Moderate
ES3	<i>I never suffer from nerves breakdown.</i>	3.59	1.099	Moderate
ES4	<i>I never feel lonely.</i>	3.88	1.050	High
ES5	<i>I'm relax most of the time.</i>	3.09	1.098	Moderate
ES6	<i>I'm not get angry easily.</i>	3.61	.1.013	Moderate
ES7	<i>I seldom have mood swings.</i>	3.63	1.064	Moderate
ES8	<i>I'm not easy to get overwhelmed by emotions.</i>	3.72	.962	Moderate
ES7	<i>I take offence easily.</i>	3.57	1.009	Moderate
ES8	<i>I never get caught in my problem.</i>	2.80	.984	Moderate

From table 4.10, for emotional stability, the entire items have shown the moderate perception level towards emotional stability. The lowers scores is 2.80 which represent item (ES8) "*I never get caught in my problem*" and the highest mean score is 3.88 for item (ES4) "*I never feel lonely*". This result shows that respondents have control on their emotional stability.

4.6 CORRELATION ANALYSIS

Correlation is the most comprehensive method to shows the direction of relationship between at least continuous two variables. The strength of the correlation depends on how many data points in the scatter plot are near or far in a pattern. The value for a Pearson's are between 0.00 (no correlation) and 1.00 (high correlation). High positive Correlations are above 0.70 and above 0.90 are consider as very high positive correlation. Mean while, below 0.30 consider as low correlation. In reverse, perfect negative correlation which would -.70 to -1.00 are indicate for negative correlation. The Table 4.11 below shows the Guilford's rules of thumb of correlation coefficient size (Hinkle, Wiersma, & Jurs, 2003).

Table 4.11
The Guilford's Rule of Thumb for Interpreting the Size of a Correlation Coefficient.

Size of Correlation	Interpretation (Level)
.90 to 1.00 (-.90 to to -1.00)	Very high positive (negative) correlation
.70 -to .90 (-.70 to -.90)	High positive (negative) correlation
.50 to .70 (-.50 to -.70)	Moderate positive (negative) correlation
.30 to .50 (-.30 to -.50)	Low Positive (negative) correlation
.00 to .30 (.00 to -.30)	Little if any correlation

Source : Hinkle, Wiersma, & Jurs (2003). *Applied Statistics for the Behavioral Sciences* (5th ed.)

4.6.1 Hypotheses Testing

The purpose of hypotheses testing is to look for an evidence whether there is a significant relationship between dependent variable and independent variable. According to Banerjee, Chitnis, Jadhav, Bhawalkar and Chaudhury (2009), hypotheses should be simple and specific which content only one predictor and one result variables. There is two type of hypotheses which is null and alternative hypotheses and the other one is one and two tailed alternative hypotheses. This research are using two tailed alternative hypotheses which to test the possibility of the relationship from both directions.

Hypothesis 1

H1: There is a relationship between interpersonal factors and emotional stability.

Table 4.12

Pearson Correlation Individual Factor

		Emotional Stability (ES) Level
Individual factor (IND)	Pearson Correlation	.557**
	Sig. (2-tailed)	.000
	N	398

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed)

Table 4.12 are individual factors which is a combinations between interpersonal factors and skills factors. H1 is analyzed using Pearson Correlation. The result shows moderate positive correlation $r = .557$ which the correlation is significant with p value < 0.01 . Therefore, Hypotheses H1 is accepted.

H1a : There is a relationship between interpersonal factors and emotional stability.

Table 4.13

Pearson Correlation (Individual) Interpersonal Factor

		Emotional Stability (ES) Level
Interpersonal Factor (IP)	Pearson Correlation	.443**
	Sig. (2-tailed)	.000
	N	398

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed)

Table 4.13 shows the hypotheses H1a using Pearson Correlation for interpersonal factor. The result shows low positive correlation $r = 0.443$ and the relationship between interpersonal factors and emotional stability are positively significant with p value < 0.01 . Therefore, Hypotheses H1a is accepted.

H1b : There is a relationship between skills factor and emotional stability.

Table 4.14

Pearson Correlation (Individual) Skills Factor

		Emotional Stability (ES) Level
Skills factor (SK)	Pearson Correlation	.426**
	Sig. (2-tailed)	.000
	N	398

*** Correlation is significant at the 0.01 level (2-tailed)*

** Correlation is significant at the 0.05 level (2-tailed)*

Table 4.14 shows the hypotheses H1b also using Pearson Correlation for skills factor. The result shows low positive correlation $r = .426$ and the relationship between skills factors and emotional stability are positively significant with p value < 0.01 . Therefore, Hypotheses H1b is accepted.

Hypothesis 2

H2 : There is a relationship between organizational factor and emotional stability.

Table 4.15

Pearson Correlation Organizational Factor

		Emotional Stability (ES) Level
Organization (ORG)	Pearson Correlation	-.536**
	Sig. (2-tailed)	.000
	N	398

*** Correlation is significant at the 0.01 level (2-tailed)*

** Correlation is significant at the 0.05 level (2-tailed)*

Table 4.15 are organization factors which is a combinations between workload factors and organization procedures factors. H2 is analyzed using Pearson Correlation. The result shows moderate negative correlation $r = -.536$ which the relationship is significant with p value < 0.01 . Therefore, Hypotheses H2 is accepted.

H2a : There is a relationship between workload factor and emotional stability.

Table 4.16

Pearson Correlation (Organizational) Workload Factor

		Emotional Stability (ES) Level
Workload Factor (WL)	Pearson Correlation	-.458**
	Sig. (2-tailed)	.000
	N	398

*** Correlation is significant at the 0.01 level (2-tailed)*

** Correlation is significant at the 0.05 level (2-tailed)*

Table 4.16 shows the hypotheses H2a using Pearson Correlation for workload factor. The result shows low negative correlation $r = -.458$. The relationship between workload factors and emotional stability are negatively significant with p value < 0.01. Therefore, Hypotheses H2a is accepted. This hypotheses results shows that sufficient workload will lead to better emotional stability.

H2b : There is a relationship between organization procedures and emotional stability.

Table 4.17

Pearson Correlation (Organizational) Organization Procedures Factor

		Emotional Stability (ES) Level
Organization procedures (OP)	Pearson Correlation	-.387**
	Sig. (2-tailed)	.000
	N	398

*** Correlation is significant at the 0.01 level (2-tailed)*

** Correlation is significant at the 0.05 level (2-tailed)*

Table 4.17 shows the hypotheses H2b using Pearson Correlation for organization procedure factor. The result shows low negative correlation $r = -.387$. The relationship between organization factors and emotional stability are negatively significant with p value < 0.01 . Therefore, Hypotheses H2b is accepted. This hypotheses result shows that uncomplicated organization procedures will lead to better emotional stability.

4.7 MULTIPLE REGRESSION ANALYSIS

Multiple regression analysis is the flexible method to identify the effect of relationship between independent variables and dependent variable (Sekaran & Bougie, 2010). Multiple regression analysis result able to determine the strength of the relationship between variables. Table 4.17 and Table 4.18 shows the results of multiple regression analysis tests.

Table 4.18
Multiple Regression Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.684 ^a	.467	.462	.48595

a. Predictors: (Constant), Interpersonal, Skills, Workload, Organization Procedures

Table 4.18 shows that interpersonal, skills, workload and organization procedures effect 68.40% of emotional stability. This value indicate of R^2 (0.467) as factors that affect the independent variables on emotional stability. From this result shows that score R^2 by 68.4% representing other factors that not analyzed in this research.

Table 4.19
Regression Analysis

Coefficients ^a							
Model	Unstandardized		Standardized		Sig.	95.0% Confidence	
	Coefficients		Coefficients	t		Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	2.655	.340		7.797	.000	1.985	3.324
Interpersonal	.330	.049	.261	6.672	.000	.233	.427
Skills	.381	.048	.301	7.942	.000	.287	.475
Workload	-.370	.045	-.315	-8.190	.000	-.458	-.281
Organization	-.234	.044	-.205	-5.259	.000	-.321	-.147
Procedures							

a. Dependent Variable: Emotional Stability

Table 4.19 shows the overall result of multiple regression analysis. Base from this result it shows that all independent variables have a relationship with dependent variables. interpersonal ($\beta = 0.261$) and skills ($\beta = 0.301$) shows the positive beta coefficient value meanwhile workload ($\beta = -0.315$) and organization procedures ($\beta = -0.234$) shows negative beta coefficient value. All variables shows significant relationship of p value < 0.01 .

4.8 CHAPTER SUMMARY

This chapter has describe all the findings in questionnaire survey and the Pearson Correlation analysis. Base on the findings the evaluation clearly indicates there is significant relationship between Individual factors and emotional stability and organization factor and emotional stability.

Base on the result shows that both variables have moderate relationship. Individual factor have moderate and positive correlations which indicates that both variables are move in tandem. The higher the individual factors will lead to high in emotional stability while the low in individual factors will lead to low in emotional stability. Mean while for the organization factors, the result shows that there is moderate and negative correlations between organizational factors and emotional stability. This result indicates when organization factor is complicated the emotional stability will be low and vice-verse. The result of all hypotheses for this research are shown in table 4.20 below:

Table 4.20*Result of the Hypotheses Test*

No.	Hypotheses	Result
H1	There is a relationship between individual factors and emotional stability.	SUPPORTED
H1a	There is a relationship between interpersonal factors emotional stability.	SUPPORTED
H1b	There is a relationship between skills factors and emotional stability.	SUPPORTED
H2	There is a relationship between organizational factors and emotional stability.	SUPPORTED
H2a	There is a relationship between workload factors and emotional stability.	SUPPORTED
H2b	There is a relationship between organization procedure factors and emotional stability	SUPPORTED

CHAPTER 5

DISCUSSIONS AND CONCLUSIONS

5.1 INTRODUCTION

This chapter present the discussion of findings and conclusion of this research. This chapter also provide a better understanding on the analysis performed in previous chapter. The discussion will be presented according to the research objective in chapter one. Limitation of study will be explain and recommendation for future research will be highlighted for future use.

5.2 RECAPITULATION OF MAJOR FINDINGS

The main objectives of this research is to investigate which determinants have relationship to emotional stability among RMCD officer. The findings of this research dealt with two research objective in first chapter. Firstly, the research objective of this research is to determine the relationship between individual factors and emotional stability among RMCD officers. There is two variables used in this research which is interpersonal factors and skills factors. Second objective of this research is to determine the relationship between organization factors and emotional stability among RMCD officers. There is also two variables used in this research which is workload factors and organization procedures factors. In fulfilling the research objectives, this research was based primarily on a sample of 398 RMCD officers in Malaysia.

5.3 DISCUSSION OF FINDING

This section discusses on the findings based on the relationship between each variables.

5.3.1 The relationship between individual factors and emotional stability among RMCD officers.

Individual factors includes two variables which is interpersonal factors and skills factors. Base on the correlation coefficient results, there are moderate positive relationship between individual factors and emotional stability among RMCD officers. This result indicates that individual factors (interpersonal and skills) are influencing emotional stability among RMCD officers. Even though the correlation result shows moderate relationship with $r = .557$ this result is a good indicator for emotional stability. According to Frost (2013) any research that attempts to predict human behaviour, such as psychology normally has r value lower then 50% because human are difficult to predict.

Furthermore, this result are also consistence with the research by Arora and Rangnekar (2015) wheres their finding indicates there is positive relationship between emotional stability and individual factors. They also mention that individual with high in emotional stability are higher on career resilience and on the other hand individual with low in emotional stability are tend to emotional distress.

The result for interpersonal factors in this research shows low positive correlation $r = 0.443$. This result supported with previous research by Okoro (2016) where individual with good socialization skills and able to maintain the verbal and non verbal communication skills have a significant relationship with emotional stability. RMCD officers usually deal with unpredicted human behaviour. Excellent interpersonal will helps the officer more relax and calm in difficult situations. The positive relationship between interpersonal and emotional stability also consistent with past research suggesting that there is relationship between interpersonal and emotional stability (Dachner, 2011 ; Alison, 2011).

Meanwhile, skills factor in this research shows low positive correlation $r = .426$. Skills also will bring satisfaction and accomplishment to individual as mention by Petrovici and Dobrescu (2014). Their finding shows that there is positive relationship between skills and emotional stability. Skills able to influence individual ability to adapt or blend with their surrounding specially works. RMCD has many division that required different skills to accomplish the task. High ability of skills will help officers to have stable emotions while doing their work. Khatoon (2015) research regarding emotional stability among teachers indicates that skills contribute huge effect on emotional stability and found positive relationship between skills and emotional stability.

5.3.2 The relationship between Organizational factors and emotional stability among RMCD officers.

Organizational factors includes two variables which is workload and organization procedures. Base on the correlation coefficient results, there are moderate negative relationship between organization factors and emotional stability among RMCD officers. The result shows significant relationship with moderate negative correlation $r = -.536$. Kiefer (2003) mention research into organization factors typically dealt with negative relation. According to that research negatively relation cannot be determine either because of dislike or lack of understanding the necessity to change.

Moreover, workload have influence on emotional stability at instantaneous level according Fakir (2010). In this research workload factors shows low negative correlation between workload and emotional stability with $r = -.458$. This hypotheses result shows that sufficient workload will lead to better emotional stability while extra workload will eventually lead to emotional instability. According to Fakir (2010) there is little relationship between the workload in one period but there is significant relationship with negative correlations for workload and emotion. Additionally, Juhász (2011) researched also shows negative correlations and the result shows emotionally unstable are more sensitive to workloads, such as workplace surrounding and organizational instability. However, psychological status and health also contribute to the subjective judgment of workloads (Juhász, 2011).

Furthermore, organization procedures in this research also shows low negative correlations with emotional stability with $r = -.387$. This result supported with research

by Kiefer (2003) which stated that the organizational change and emotional stability has negative correlations. Nafei (2014) research regarding job rotation for Egyptian shows negative correlations between job rotations and emotional stability and cause negatively influence job performance.

5.4 IMPLICATION OF RESEARCH

The findings of this research may have an implication in term of of staffing, work distribution, organization procedures and eventually will lead to job performance. RMCD is government agency that responsible for administrating Malaysia indirect tax to collect revenue and deliver trade facilitation. Beside that RMCD also responsible to maintain national security and public welfare. Knowing the individual factors that influence emotional stability will be a good predictions for organization to assure efficiency and effectiveness of delivering service. Effort to prevent low emotional stability among officers will be able to supervise. Placing the right person at the right place will definitely accelerate customer service and eventually helps to meet organization goals. For instant, officers that usually open to get to know people can be place in front line dealing with customers meanwhile individual that self-contained can be place in office to do paperwork which less meeting with outsiders. Beside that, individual with certain skills should also be place accordingly.

Additionally, Emotional stability cannot be separated with human being. Therefore, organization have to deal with emotional stability to have better performance.

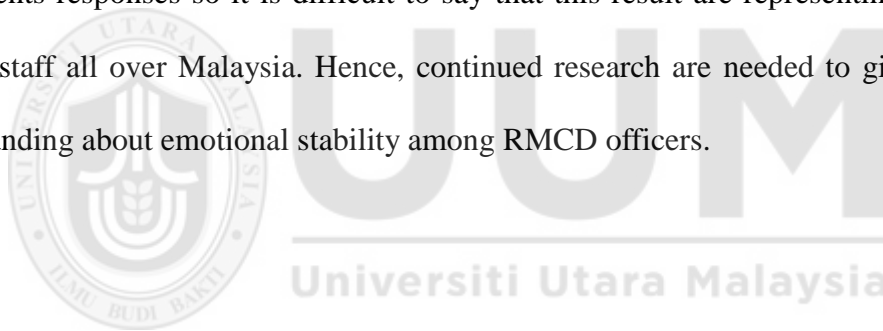
Emotional stability will lead to negative and positive output to organization. Management must understand that achieving a balance emotional stability between workload and organization procedures are also very important. Necessary mechanism should be implement to assure the workload given to every individual is reasonable. Having a consistence assistance from superior or management and the same operating procedures in all the states also very important. RMCD officers will have less stress when they have better assistance and working tools. RMCD need to building trust and confident that eventually will lead to high in emotional stability among officers. Knowing that they are protected by RMCD will allow them to enforce justice and make clear judgment according to rules and regulations specially in decision making.

5.5 LIMITATION AND RECOMMENDATION

There are some limitation during this research. Firstly, this is based on convenience sampling of 398 respondents. Therefore, the level of uncertainty is high. Secondly, less of samples is due to lack of cooperations from respondents during the data collections. This problem may occur due to the respondent don't have access to their emails or they are not working in office. Future research should have more samples and may use combine method to have better findings. Thirdly, due to time constraint this research only able to identify the relationship between variables. Therefore, for future research, the relationship between demographic profile with the variables should be examine to bring additional information to this research. Lastly, there are some factors such as human resource practice and organization culture should be analyzed to determine the actual factors influencing emotional stability among RMCD officers.

5.6 CONCLUSIONS

The findings of this research showed that the level of emotional stability RMCD officers are correlate with individual factors and organizational factors. All the six hypothesis were supported. Therefore, it can be concluded that individual factors and organizational factors are important to predict emotional stability among RMCD officers. Knowing that individual factors and organizational factors are related with emotional stability brings advantages to RMCD. High in emotional stability will lead to better performance and achievement. Therefore, more training related to emotional stability should be conducted in the near future. The results is based on small respondents responses so it is difficult to say that this result are representing 14,773 RMCD staff all over Malaysia. Hence, continued research are needed to give better understanding about emotional stability among RMCD officers.



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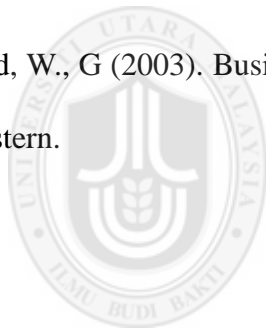
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Appendix A



BORANG SOAL SELIDIK/ QUESTIONNAIRE FACTORS INFLUENCES ON THE EMOTIONAL STABILITY AMONG CUSTOMS OFFICERS IN MALAYSIA

Responden yang dihormati,

Saya merupakan seorang pelajar Sarjana (Sains) Pengurusan di Universiti Utara Malaysia. Borang soal selidik ini mengandungi EMPAT (4) bahagian iaitu bahagian A, B, C, dan D. Tujuan borang soal selidik ini dibuat adalah untuk mengenalpasti faktor yang mempengaruhi kestabilan emosi pegawai kastam di Malaysia. Semua maklumat yang diberikan adalah RAHSIA dan hanya digunakan bagi tujuan akademik sahaja. Kami tidak akan menerbitkan sebarang maklumat yang akan melibatkan sebarang individu atau organisasi bagi tujuan lain. Terima kasih atas masa dan kerjasama anda dalam menjayakan usaha penyelidikan ini.

Dear respondent,

I am a student of Master (Science) Management in Universiti Utara Malaysia. The questionnaire contains Four (4) parts, A, B, C and D. The purpose of this questionnaire is to identify the factors that influences on the emotional stability among Customs officers in Malaysia. All information provided is CONFIDENTIAL and only used for academic purposes only. We will not publish any information that would involve any individual or organization for other purposes. Thank you for your time and cooperation in the success of this research.

Penyelidik: Julianah binti Jumahat 819239

Sarjana Muda (Sains) Pengurusan. Universiti Utara Malaysia

Email: juliaj1547@gmail.com

BAHAGIAN A/ PART A :

LATAR BELAKANG RESPONDEN/ BACKGROUND OF RESPONDENT

Seksyen ini bertujuan untuk mendapatkan maklumat tentang latar belakang responden. Responden dikehendaki tandakan [✓] pada pilihan yang berkenaan. Hanya satu pilihan sahaja yang diperlukan untuk setiap soalan.

This section is intended to obtain information about the background of the respondents. Respondents are required to tick [✓] in the appropriate selection. Only one option is only necessary for each question.

1. Jantina / Gender

☐

Lelaki/ Male

☐

Perempuan/ Female

2. Bangsa/ Race

☐

Melayu/ Malay

☐

India/ Indian

☐

Cina/ Chinese

☐

Lain-lain/ Others

3. Pendidikan Tertinggi / Highest Qualification

☐

Penilaian Menengah Rendah (PMR)

☐

Sijil Pelajaran Malaysia (SPM)

☐

Diploma / Asasi

☐

Sarjana muda/ First Degree

☐

Sarjana / Master Degree

☐

Phd

4. Jumlah Tahun Berkhidmat / Length of Service

☐

Kurang dari setahun / Less than a year

☐

1-5 tahun / years

☐

6-10 tahun/ years

☐

11-15 tahun/ years

☐

16 tahun dan lebih/ years and above

5. Kumpulan Perkhidmatan / *Service Group*

- ☐ Pengurusan dan Professional (Jusa A, Jusa B, Jusa C)
Management and Professional (Jusa A, Jusa B, Jusa C)
- ☐ Pengurusan dan Professional (WK41-WK54)
Management and Professional (WK41-WK54)
- ☐ *Kumpulan Sokongan (WK19-WK36)*
Support Group(WK19-WK36)

6. Taraf Perkhawinan/ *Marital Status*

- | | |
|--|---|
| <input type="checkbox"/> Bujang/ <i>Single</i> | <input type="checkbox"/> Bercerai/ <i>Divorce</i> |
| <input type="checkbox"/> Berkhawin/ <i>Married</i> | <input type="checkbox"/> Balu / <i>Widow</i> |

7. Tempat bertugas Sekarang/ *Current Department*

- ☐ Bahagian Penguatkuasaan
Enforcement Division
- ☐ Bahagian Perkastaman
Customs Division
- ☐ Bahagian Cukai Barang & Perkhidmatan
Good & Service Tax (GST) Division
- ☐ Bahagian Perkhidmatan Teknik
Technical Service Division
- ☐ Bahagian Khidmat Pengurusan & Sumber Manusia
Management Service & Human Resource Division
- ☐ Bahagian Pengurusan Pematuhan
Compliance Management Division
- ☐ Bahagian Perancangan Korporat
Corporate Planning Division
- ☐ Bahagian Teknologi Maklumat
Information Technology Division
- ☐ Akademi Kastam Diraja Malaysia
(AKMAL)
- ☐ Cawangan Integriti/ *Integrity Branch*

BAHAGIAN B/ PART B

FAKTOR INDIVIDU / INDIVIDUAL FACTORS

Bahagian ini terbahagi kepada dua sub-section iaitu B1 (interpersonal) dan B2 (kemahiran). Tandakan setiap item mengikut ketepatan penerangannya mengenai diri anda semasa bertugas. Sila tandakan (✓) jawapan di ruang yang disediakan mengikut skala penilaian berikut./

This section divided into two sub section B1 (Interpersonal) and B2 (Skills). Rate each item as to how accurately or inaccurately its describe you during working. Please (✓) answer in the space provided in accordance with the following rating scale.

Skala Penilaian/ Rating scale

1- Sangat Tidak Tepat/ *Very Inaccurate*: 2- Tidak Tepat/ *Somewhat Inaccurate*:
3- Biasa/ *Neutral*: 4- Tepat/ *Somewhat Accurate*: 5- Sangat Tepat/ *Very Accurate*.

B1 : Interpersonal / *Interpersonal*

NO	ITEM SOALAN / QUESTIONS	1	2	3	4	5
1	Saya selalunya bersikap terbuka untuk mengenali orang lain dan memulakan hubungan dengan mereka. <i>I'm usually open to getting to know people personally and establish relationship with them.</i>					
2	Saya boleh untuk tidak bersetuju dengan pendapat orang lain. <i>I'm comfortable disagreeing with others.</i>					

3	<p>Saya memulihkan perasaan saya dengan cepat apabila orang melukakan perasaan saya.</p> <p><i>I can recover quickly when people hurt my feelings.</i></p>					
4	<p>Saya menerima pendapat dan pandangan orang lain.</p> <p><i>I accept others point of view.</i></p>					
5	<p>Saya selalu berusaha untuk meluangkan masa bersama kawan-kawan saya.</p> <p><i>I usually make an effort to spend time with friends.</i></p>					
6	<p>Saya lebih suka bekerja sendirian pada kebanyakan masa.</p> <p><i>I prefer to work in individual task most of the time.</i></p>					
7	<p>Saya selalu memastikan orang lain akan mengikuti kemahuan saya.</p> <p><i>I always ensure that others will follow what I want.</i></p>					
8	<p>Saya sedar apabila seseorang memerlukan privasi.</p> <p><i>I recognize when others need privacy.</i></p>					

B2 : Skill / Skills

NO	ITEM SOALAN / QUESTIONS	1	2	3	4	5
1	Saya sangat bagus dalam merancang dan menguruskan masa. <i>I'm very good in planning and time management.</i>					
2	Saya berkebolehan untuk belajar sesuatu yang baru dengan cepat. <i>I have a capacity to learn new things very fast.</i>					
3	Saya boleh melakukan pelbagai tugas dalam masa yang sama. <i>I'm able to do multiple task at a time.</i>					
4	Saya mempunyai keupayaan untuk bekerja secara bebas. <i>I have the ability to work autonomously.</i>					
5	Saya sangat bagus dalam mengendalikan komputer. <i>I'm very good at computers.</i>					
6	Saya boleh memujuk seseorang dengan hanya bercakap dengan mereka. <i>I can persuade people by talking to them</i>					

7	<p>Saya belajar dari kesilapan saya dan boleh menerima teguran.</p> <p><i>I learn from my mistakes and can accept feedback.</i></p>					
8	<p>Saya boleh bekerja dan menjayakan sesuatu pelan tindakan bagi mencapai matlamat tertentu bersama-sama dengan rakan sekerja yang lain.</p> <p><i>I'm able to make and carry through an action plan with others to achieve a given objective.</i></p>					



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BAHAGIAN C/ PART C

FAKTOR ORGANISASI / ORGANIZATIONAL FACTORS

Bahagian ini terbahagi kepada dua sub-section iaitu C1 (Beban Kerja) dan C2 (Prosedur Organisasi). Tandakan setiap item mengikut ketepatan penerangannya mengenai diri anda semasa bertugas. Sila tandakan (✓) jawapan di ruang yang disediakan mengikut skala penilaian berikut./

This section divided into two sub section C1 (Workload) and C2 (Organization Procedures). Rate each item as to how accurately or inaccurately its describe you during working. Please (✓) answer in the space provided in accordance with the following rating scale.

Skala Penilaian/ Rating scale

1- Sangat Tidak Tepat/ *Very Inaccurate*: 2- Tidak Tepat/ *Somewhat Inaccurate*:
3- Biasa/ *Neutral*: 4- Tepat/ *Somewhat Accurate*: 5- Sangat Tepat/ *Very Accurate*.

C1 : Beban kerja / Workload

NO	ITEM SOALAN / QUESTIONS	1	2	3	4	5
1	Saya mampu menyelesaikan semua tugas yang diberikan kepada saya dalam tempoh masa yang telah ditetapkan. <i>I manage to complete the task given to me within the time frame.</i>					
2	Saya selalunya terpaksa terus bekerja walaupun tempoh masa bekerja sudah tamat untuk hari tersebut bagi menyiapkan kerja-kerja saya di pejabat.					

	<i>I usually have to stay back after office hour to finish my work.</i>					
3	Saya merasakan kerja saya setimpal dengan jumlah gaji yang saya terima. <i>I feel the task given to me is appropriate with my salary.</i>					
4	Saya selalu mempunyai masa lapang di pejabat. <i>I always have free time during office hour.</i>					
5	Saya terlepas peluang bersama-sama dengan keluarga kerana kebanyakan masa saya dihabiskan untuk bekerja. <i>I have to miss family activities due to the amount of time I must spend on work responsibility.</i>					
6	Saya sering rasa kepenatan mental dan fizikal bila sampai ke rumah setiap kali saya balik dari kerja. <i>I often felt emotional drained when I get home from work.</i>					
7	Saya tidak dapat melakukan kerja-kerja hakiki saya kerana begitu banyak kerja tambahan yang telah diberikan kepada saya (contoh: tugas EKSA & ISO). <i>I'm unable to do my work due to so many extra work that has been given to me i.e. EKSA & ISO task.</i>					

8	<p>Saya sentiasa letih kerana kerja saya memerlukan begitu banyak kekuatan fizikal (contoh: kerja diluar pejabat).</p> <p><i>I'm always tired because my work required so much physical strength i.e. outdoor work</i></p>					
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C2 : Prosedur Organisasi / Organizational Procedures

NO	ITEM SOALAN / QUESTIONS	1	2	3	4	5
1	<p>Saya selalu mendapat bantuan daripada penyelia saya.</p> <p><i>I always get assistance and advice from my superior.</i></p>					
2	<p>Saya selalu merasa mudah melakukan kerja-kerja saya kerana Jabatan sentiasa menyediakan semua peralatan dan kelengkapan sebagai bahan rujukan dan kegunaan saya semasa bertugas.</p> <p><i>I feel easy to do my work because RMCD always provide me with all the references and tools.</i></p>					
3	<p>Saya merasakan bahawa perubahan kerja (Job rotation) yang diamalkan di JKDM memberi peluang kepada saya untuk mempelajari sesuatu yang baru.</p> <p><i>I feel the job rotation practice in RMCD is giving me the opportunities to learn new things.</i></p>					

4	<p>Bila berkaitan dengan pengetahuan kerja, Saya tidak kisah untuk ditempatkan di mana sahaja kerana prosedur Jabatan adalah sama disemua tempat.</p> <p><i>I don't mind working anywhere when come to work knowledge because RMCD procedure at every states are the same.</i></p>					
5	<p>Saya mendapati semua pegawai mempunyai akses yang mudah mengenai tatacara atau panduan bekerja (SOP).</p> <p><i>I noticed that every staff have standard operating procedure regarding their work that can be access easily.</i></p>					
6	<p>Saya merasakan pertukaran pegawai dari satu negeri ke negeri yang lain adalah salah satu cara untuk mengukuhkan integriti pegawai.</p> <p><i>I feel that transferring of staff from one states to another states is one of the way to ensure integrity.</i></p>					
7	<p>Jabatan sangat menjaga kebajikan saya walaupun saya bekerja waktu giliran.</p> <p><i>I always feel even though I work in shift but I feel that RMCD always assure my welfare.</i></p>					

8	<p>Saya sentiasa berasa selamat setiap kali saya dikenakan tuduhan palsu kerana Jabatan sentiasa melindungi dan menjaga nama baik saya selagi mana saya tidak melakukan kesalahan tersebut.</p> <p><i>I always feel safe everytime I face with false allegations because RMCD will always help to protect me and clear my name as long as I'm not doing anything wrong.</i></p>					
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BAHAGIAN D/ PART D

FAKTOR KESTABILAN EMOSI / *EMOTIONAL STABILITY FACTORS*

Bahagian ini merupakan penilaian kestabilan emosi. Tandakan setiap item mengikut ketepatan penerangannya mengenai diri anda semasa bertugas. Sila tandakan (✓) jawapan di ruang yang disediakan mengikut skala penilaian berikut./

This section is to evaluate your emotional stability. Rate each item as to how accurately or inaccurately its describe you during working. Please (✓) answer in the space provided in accordance with the following rating scale.

Skala Penilaian/ Rating scale

1- Sangat Tidak Tepat/ *Very Inaccurate*: 2- Tidak Tepat/ *Somewhat Inaccurate*:
3- Biasa/ *Neutral*: 4- Tepat/ *Somewhat Accurate*: 5- Sangat Tepat/ *Very Accurate*.

NO	ITEM SOALAN / QUESTIONS	1	2	3	4	5
1	Saya mempunyai perasaan yang tidak cepat berubah-ubah. <i>My mood not easily goes up and down.</i>					
2	Perasaan saya tidak mudah terluka. <i>My feeling is not easily get hurts.</i>					
3	Saya tidak pernah rasa sangat tertekan atau patah semangat. <i>I never suffer from nerves breakdown.</i>					

4	Saya tidak pernah berasa keseorangan. <i>I never feel lonely.</i>					
5	Saya rasa tenang dikebanyakan masa. <i>I'm relax most of the time.</i>					
6	Saya tidak cepat rasa marah. <i>I'm not easily get angry.</i>					
7	Saya tidak mempunyai perasaan yang berubah-ubah dengan kerap. <i>I seldom have mood swings.</i>					
8	Saya tidak pernah membiarkan emosi saya menguasai diri. <i>I'm not easy to get overwhelmed by emotions.</i>					
9	Saya tidak mudah rasa tersinggung. <i>I take offence easily.</i>					
10	Saya tidak pernah terperangkap dengan masalah saya. <i>I never get caught in my problems.</i>					